



Groundbreaking

FCM echoes MHCA's LTIP recommendations

The **Federation of Canadian Municipalities (FCM)** has released its official response to the cross-Canada Long Term infrastructure (LTIP) Roundtable meetings that wrapped up this week in Saskatchewan, sharing many of the same recommendations made by the **Manitoba Heavy Construction Association (MHCA)** two weeks ago in Winnipeg.

Similar to MHCA's LTIP points, **FCM President, Karen Leibovici**, linked infrastructure investment to economic growth and a sustained high quality of life as key LTIP principles:

- » Securing Our Economic Foundations: The new plan must ensure that our cities and communities can repair crumbling roads, bridges, water systems, and public transit while building and maintaining the new infrastructure Canada needs to grow and compete in a tough global economy. That means putting a fair share of the taxes that Canadians pay back into the communities where they live, and designing flexible funding programs that recognize the distinct needs of different regions and communities.
- » Protecting recent gains: The federal government has worked closely with provincial, territorial, and municipal governments to fight the global recession and start repairing the country's core infrastructure. The new infrastructure plan must build on these gains by replacing

\$2 Billion per year in federal funding set to expire in 2014; indexing federal investments to protect their long-term value; and designing longer-lasting funding programs for projects, from water treatment plants to subway expansions, that are built, financed, and maintained over decades, not years.

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» Meeting new and growing challenges: The long-term infrastructure plan must confront new and growing challenges that are a threat to Canada's economy and quality of life, including: the \$20 billion plus price-tag of meeting new federal wastewater standards; growing traffic gridlock and inadequate public transit; and adapting municipal roads, bridges and water systems to extreme weather caused by a changing climate. Meeting these challenges will require a new commitment by all orders of government to secure, sustainable investments, better infrastructure management, and new partnerships with the private sector where they make sense and benefit Canadians.

In a statement, Leibovici added, "I thank Minister Lebel and Minister of State Fletcher for bringing this important national discussion to regions right across the country, and I look forward to meeting with them again this fall as the new federal infrastructure plan begins to take shape."

According to the FCM, the federal government must be ready to act on what it has learned. Furthermore, looks forward to

continuing to work with the government, and with our more than 2,000 member municipalities across the country, to build a long-term infrastructure plan that puts our country, communities, and economy on solid ground for many years to come.

Last month, **Chris Lorenc, MHCA President**, was invited to offer up recommendations on behalf of the Association at a LTIP roundtable held in Winnipeg. The MHCA submitted that Canada's LTIP must acknowledge the clear and established link between investment in infrastructure, and our nation's economic productivity, competitiveness, and therefore growth. It is this economic growth that fuels revenues to governments with which we fund our social, educational and healthcare programs ('social programs'), providing Canadians with a globally envied quality of life and standard of living.

To view MHCA's full LTIP recommendations, click:

<http://mhca.mb.ca/wp-content/uploads/2012/07/LTIP.pdf>

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Have a story for us? We'd love to hear about it!

The MHCA is only successful thanks to our strong membership roster that continues to grow, and now we want to hear from you!

We want to hear about a success story and anything you want to share with us and the rest of the MHCA membership!

We'd like to hear from our members on things such as:

- A New Exciting Construction Project your company is involved with
- A Recent Successful Completion of a Construction Project
- A success story or achievement for your company or staff member(s)

Feel free to submit your idea or story to **Rob Wozny**, MHCA Manager of Marketing & Communications at rob@mhca.mb.ca.

We will contact you for more information or details on your story, and then have it ready for a future issue of the Heavy News Weekly!

Edmonton's innovative approach turns waste into revenue

Let's Transform Our Communities

By Simon Farbrother, City Manager, City of Edmonton

www.letstoc.com/blog

The City of Edmonton is becoming well known for its highly integrated and sustainable waste management system. This system is built on a vision that views waste differently—not as something useless but as a resource.

Currently, the City of Edmonton is diverting up to 60% of all household waste away from the landfill. By 2015, the City expects to achieve a 90% diversion rate, largely through recycling, composting, and a first-of-its-kind facility that converts household waste to biofuel. This facility will produce 36 million litres of biofuel annually—methanol and ethanol—from waste that is not recycled or composted.

The City of Edmonton's approach to waste management is designed to provide environmental benefits, such as generating carbon offsets of approximately 200,000 tonnes of CO₂ equivalents annually. But, the approach also meets various social and economic needs by building and strengthening connections with various communities.

For example, the City has created partnerships with the private sector, with the research community, with schools and post-secondary institutes, with governmental agencies, and with non-profit groups. By reflecting the needs of the community and building partnerships with various sectors, the waste management system in Edmonton is achieving widespread community support while finding innovative opportunities to generate new streams of revenue.

The Shift from Landfill to Recovery

Edmonton's waste management system has evolved from one that was largely focused on burying waste in a landfill to today's highly integrated, sustainable system that is focused on resource recovery. In fact, the City of Edmonton no longer owns or operates a landfill.

In the 1980s, the City's unsuccessful search for a new landfill site and changing attitudes led to a new approach to waste management. A 30-year waste management strategy—initially approved in 1994—is focused on keeping waste out of the landfill and reflects the desire of our citizens for a more environmentally sound, yet affordable, solution. The 30-year strategy balances social, economic, political, governance, environmental, and technical considerations. Because of its long-term outlook, the strategy also provides a method of controlling inevitable future costs of managing waste from a growing city.

The City of Edmonton has gained international attention for its integrated sustainable waste system. Most of our facilities are located at the Edmonton Waste Management Centre—a site that attracts more than 15,000 students and international visitors from industry and government each year.

Utility Structure and Revenue Opportunities

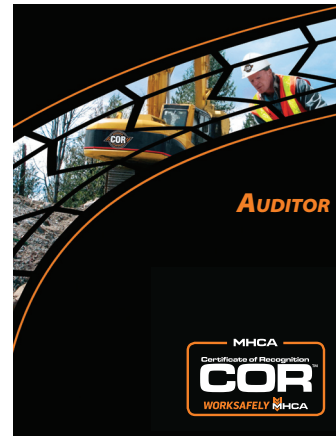
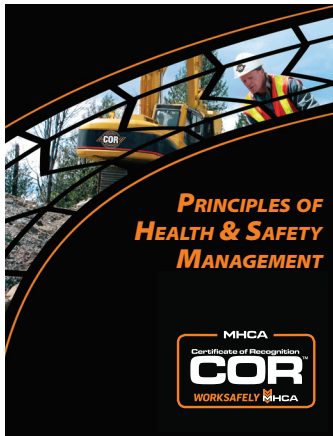
In 2009, the City established a new Waste Management Utility. While still governed as part of the City's administration, managing waste through a utility provides opportunities for new revenue generation.

For example, the utility has been able to earn revenue related to the environmental benefits of not burying waste. By composting waste at a central facility, the greenhouse gases normally created by organic waste decomposing in a landfill are eliminated. The utility also captures, cleans, and utilizes landfill gas to produce power. Both of these processes allow the utility to earn carbon offsets. Alberta's regulated offset market enables Edmonton's Waste Management Utility to sell these carbon offsets. They generated approximately \$3 million in 2011.



The 233-hectare Edmonton Waste Management Centre is North America's largest collection of modern sustainable waste-processing facilities.

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WORKSAFELY TRAINING

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 Fatigue Risk Management System
 Fire Extinguisher Training
 First Aid/CPR
 Back Injury Prevention
 Chainsaw Operator Safety
 Confined Space Entry Awareness
 Confined Space Entry – Level 2
 Gold Seal CSC – Prep Course
 Hazard Assessment
 Hearing Conservation/Sound Monitoring
 Heavy Equipment Operator Training (HEOT)
 Hoisting & Rigging

Incident Investigation
 Inspection Training
 Lock Out/Tag Out
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 Personal Protective Equipment
 Prime Contractor
 Road Builders Safety Training System
 Scissor Lift Aerial Platform Operation
 Lift Truck/Skid Steer
 Supervisor Training
 Toolbox Talks - Safety Talks
 Traffic Control Coordinator
 Train the Trainer
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 Transportation of Dangerous Goods
 Violence and Harassment
 WCB Basics
 WHMIS
 Winter Road Safety
 Workplace Safety and Health Committee Training
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Training Schedule

Winnipeg Schedule:

Workplace Safety & Health Committee Training (1/2 day AM)		August 3rd
COR™ Leadership in Safety Excellence	July 9-10	August 13-14
COR™ Principles of Health & Safety Management	July 11	August 15
COR™ Auditor	July 12-13	August 16-17
Safe Work Procedures	July 16	August 20
Prime Contractor	July 17	August 21
Back Injury Prevention (1/2 day AM)	July 18	August 22
Fatigue Management (1/2 day PM)	July 18	August 22
Toolbox Talks (1/2 day AM)	July 19	August 23
Safety Administrator (1/2 day PM)	July 19	August 23
New Worker Orientation (1/2 day AM)	July 23-24	August 24
Train the Trainer	July 25	August 27-28
WHMIS (1/2 day AM)	July 25	August 29
TDG (1/2 day PM)	July 26	August 29
COR™ Auditor Refresher (1/2 day AM)	July 27	August 30
Excavation & Trenching (1/2 day AM)	July 27	August 31
Flagperson (1/2 day PM)	July 7	August 31
First Aid 1- CPR		August 31

To Register: Email: sarah@mhca.mb.ca OR Fax: 204-943-2279

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REMINDER:

WORKSAFELY™ requires at least six people registered to deliver the course.

CANCELLATION POLICY

The WORKSAFELY™ policy states cancellation must be made at least two business days in advance, otherwise full course fee charge will apply.

Customized training is available for your specific requirements.
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Edmonton's innovative approach continued from page 3...

Unique Partnerships

The Waste Management Utility is also in a position to generate revenues through its partnerships with private sector companies. A unique partnership exists with Greys Recycling Industries to develop an eco-friendly paper manufacturing facility scheduled to open in fall of 2012 at the Edmonton Waste Management Centre. The facility will enable the City, other governments, institutions, and businesses in the Edmonton region to close the recycling loop by recycling waste office paper and purchasing paper products made from that waste.

Because of its sustainable focus and relatively low cost of job creation compared to the cost of temporary jobs produced from traditional infrastructure projects, the facility has attracted the attention of several North American cities. In June 2012, the City of Reading, Pennsylvania signed a memorandum of understanding with Greys and the City of Edmonton to explore opportunities for building a similar facility in that city. The partnership with Greys provides revenue opportunities for the Waste Management Utility from the operation of new facilities.

A "waste-to-biofuels" facility is also expected to become operational in late 2013. It is being built and operated by Enerkem Alberta Biofuels. Edmonton's Waste Management Utility will prepare non-recyclable and non-compostable waste as feedstock for this facility, and pay a processing fee to Enerkem that is only marginally higher than hauling the waste to a landfill 100 km from Edmonton. The partnership agreement with Enerkem provides for the Waste Management Utility to share in future net revenues.

Another example of such revenue sharing with the private sector is the partnership with Global Electrical Electronic Processing (GEEP) Inc. to establish a facility at the Waste Management Centre to process end-of-life electrical and electronic waste.

The Waste Management Utility is also pursuing other revenue opportunities by delivering commercial services with a sustainability focus. The utility is offering waste and mixed recycling collection services to businesses and institutions, a unique service since most private companies only collect paper and cardboard. Post-secondary institutions, shopping malls, and major events like the Edmonton Indy are some of the Utility's newest customers.

A new construction and demolition recycling facility also offers the local market a first-time opportunity to recycle. Net profit for this facility is projected at about \$1 million in the next three years, depending on market uptake.

Exporting Our Expertise

With its focus on sustainability through innovation and partnerships, Edmonton's Waste Management Utility has attracted the attention of many municipalities around the globe, all of which face a similar challenge of managing waste in an environmentally, socially, and financially responsible manner.

City of Edmonton Mayor Stephen Mandel recently visited China with City administrators to explore opportunities for exporting the City's expertise in sustainable waste management. This market could lead to even more sources of revenue for Edmonton's Waste Management Utility and its partners.



The Edmonton Waste-to-Biofuels Facility opening 2013

The confidence conundrum

Peter G. Hall, EDC Vice-President and Chief Economist



Peter G. Hall



Losses were legendary across a number of indicators in the immediate aftermath of the 2008–09 recession. Some have staged a remarkable comeback, while others remain in the red. Confidence is among the laggards, especially in the richest economies, stoking the debate on its overall importance and its role in the elusive economic recovery. Is it the fixer, or is it waiting for something to fix it?

Recent confidence data are hardly inspiring. Following an impressive post-recession surge, the Euro-area Economic Sentiment Indicator has been in freefall since early 2011, and is now well below average. America's story is quite different. Confidence plunged to depression-like levels in 2009, and recovered – to recessionary levels, where it has remained submerged ever since. It is highly unusual to see such persistent pessimism in the U.S. Two recent attempts to resurface fizzled out.

Confidence is an essential element of an economic system. Consider our fractional banking system. By definition, there is not enough money on hand to honour all deposits – but confidence that banks can honour individual claims to deposits keeps the system going. Violate that trust, and mayhem breaks out – a panicked rush of withdrawals can ruin even a solid financial institution. Food supplies work the same way. Rumours of shortages can actually create shortages, as retailing cannot deal with sudden stockpiling. Confidence in the distribution system is essential to its proper functioning.

Currencies also depend on confidence. Runaway inflation, capital flight and compromised security are quick examples of events that can quickly undermine any currency's role as a dependable medium of exchange. Small wonder that one of the key functions of any central bank is to preserve the

value and sustain common trust in its national or regional currency.

Global economic confidence was sorely tested during the Great Depression. In the early 1930's, activity levels remained extraordinarily low, even after the excesses of the roaring '20s were soaked up. The shock of lower activity and extremely tight liquidity seized up commercial flows, and conditioned businesses and consumers to operate at levels well below normal – if you like, 'new normal' thinking. What the economy seemed to need was a reset to jolt it back to normalcy.

Back then, public stimulus was the answer, and deficit financing was born. This time, we resorted to that right away. History will likely conclude that we jumped the gun, exhausting our best fiscal ammunition well before the economy had a chance to run down the global economy's substantial pre-recession excesses. The economy still awaits a restart, but there are fewer policy options at hand.

It seems to fall more to the economy's natural dynamics to lift growth and restore confidence. Sadly, pessimism's persistence has us spooked: when the latest data are weak, it seems to confirm the gloom, and positive data are met with scepticism. This has us locked in a sort of 'trust-trap' that is proving hard to get out of.

The bottom line?

Confidence is one of those economic elements that, like other things in life, you don't know what you've got 'til it's gone. Until you get it, it's like a paradise lost. But when you do get it, you forget it – it hums along nicely in the background. Let's hope it's not gone for too much longer.

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Highlights include:

- Keynote presentations that are thought-provoking, entertaining and educational
- **Lehigh Inland** Welcome Breakfast
- **CASE Dealers** Awards Breakfast
- **Aon Reed Stenhouse** Golf Classic at the four-star Disney Magnolia Golf Course
- Bass fishing derby at Bay Lake

Themed evenings include:

- **Ritchie Bros. Auctioneers** Canada Night: Celebrate Our CFL
- **SMS Equipment** Beach Party
- **Brandt Tractor** Disney's Spectacular *IllumiNations* Show at Epcot
- **CAT** Classic Evening

Workshop topics include:

- Infrastructure Forum – what a long term infrastructure program should be
- Infrastructure investment and its impact on economic growth
- HR Management development strategies
- Private/Public Partnerships strategies
- Personal / Motivation / Laughter

And so much more:

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- Downtown Disney
- ESPN Wide World of Sports Complex
- Cirque du Soleil
- Outlet Shopping

* Information is current as of July 15, 2012 and is subject to change.

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