

# GROWING THE ECONOMY IS JOB #1



**Winnipeg Free Press**

GROWING THE ECONOMY IS JOB #1 >>> SUPPLEMENT TO THE WINNIPEG FREE PRESS >>> WEDNESDAY, MARCH 23, 2016

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# FROM THE GROUND UP

Building a strong foundation for Manitobans

**FLOODWAYS, ROADWAYS, POWER AND DIGITAL COMMUNICATIONS, WATER DELIVERY SYSTEMS AND WASTEWATER REMOVAL SYSTEMS — EVERY DAY, MANITOBANS DEPEND ON INFRASTRUCTURE.**

**F**ounded in 1943, the more than 400 members of the Manitoba Heavy Construction Association (MHCA) build and maintain Manitoba's infrastructure, the foundation that sustains our quality of life. As the voice of the heavy construction industry, the MHCA is a strong advocate for sustained, strategic investment in infrastructure in a manner that grows the economy and best serves public interests.

The MHCA works with all three levels of government to shape public policy to enhance economic prosperity and provide revenues that allow governments to invest in health, education and social

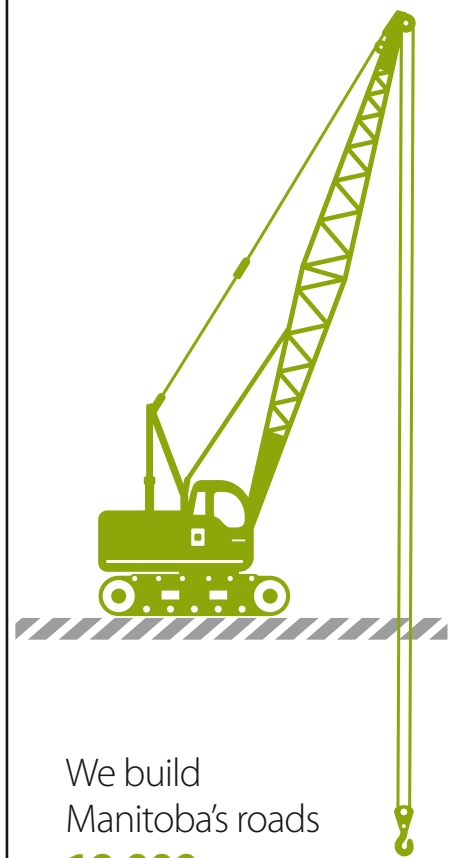
programs. It promotes investment in trade-enabling infrastructure that moves Manitoba's goods and services to markets across the country and across the globe, and it has been instrumental in growing trade networks.

The MHCA and its members invest in education and training to develop a skilled workforce, and it is committed to protecting its workforce through its WORKSAFELY™ program.

The heavy construction industry generates billions of dollars to the provincial economy and provides meaningful employment, directly or indirectly, to an estimated 17,000 people in our province, and the MHCA continues to work on behalf of all Manitobans.

"At the end of the day we're businesspeople, we're taxpayers, we're family people," says MHCA president Chris Lorenc.

"We have a commitment to Winnipeg, to Manitoba, to Canada. We want to see our community, our city, our province grow. And that's ultimately what drives our Association." ■



We build Manitoba's roads **19,000 KILOMETRES TO DATE.**

We build Manitoba's winter roads **2,200 KILOMETRES THAT PROVIDE VITAL CONNECTIONS FOR REMOTE COMMUNITIES.**

We build Manitoba's bridges/structures **2,400 AND GROWING.**

## CHALLENGE PROVINCIAL LEADERS TO DEMONSTRATE WHY THEY SHOULD BE PREMIER

**HEADING INTO THE APRIL 19, 2016 PROVINCIAL ELECTION, MANITOBANS HAVE THE RESPONSIBILITY OF CHALLENGING CONSERVATIVE LEADER BRIAN PALLISTER, LIBERAL LEADER RANA BOKHARI AND NDP LEADER GREG SELINGER TO DEMONSTRATE TO MANITOBANS WHY THEY SHOULD BE PREMIER.**

**M**anitoba has undergone a significant transformation in the past 10 years; but continued growth demands big-picture leadership. Is there an economic growth vision associated with any of the leaders? Is any leader willing to challenge the status quo, to take risks, to think outside the box and be accountable for results?

We need to test their strength and courage to lead.

Are the leaders committed to the belief that growing Manitoba's economy should be Job 1? Do they acknowledge that without sustained economic growth generating revenues to governments, discussion about funding our quality of life programs is pointless? What is their strategy to grow Manitoba's economy?

Manitoba's Capital Region, which includes Winnipeg and 16 surrounding rural municipalities, produces 70% of the provincial GDP. What approaches do any of the party leaders have that speak to a capital region economic growth strategy to harness its natural advantages?

Trade is of critical importance to Manitoba's economy, with upwards of 240,000 Manitobans employed directly or indirectly in trade. Highway 75 carries roughly \$19 billion of North/South trade annually and Emerson is Western Canada's busiest U.S. border crossing. CentrePort Canada — Canada's first inland port — has the potential to re-establish the region's global trade profile. It has already attracted 44 new companies with a projected 70 more to come within the next five years. How do the party leaders propose to further support the transformative economic growth role that CentrePort Canada will play?

Are the leaders committed to looking North to champion

investment in the Port of Churchill and establish it as Canada's — not just Manitoba's — Northern trade gateway? Do they recognize that a "Churchill" linked by rail and road to CentrePort Canada creates the Eastern bookend of global trade access for Western Canada? Do they appreciate the potential of bringing untold billions of dollars of trade related economic activity to Manitoba, Western Canada, and by extension our country? Do they link the connection between trade investment in Northern Canada and tremendous economic opportunities for Manitoba's Indigenous communities?

What about taxes? Will they commit to a complete review of Manitoba's tax system and address the job-killing payroll tax or the low basic tax exemption rates which hurt low-income Manitobans? Are they prepared to restructure the fiscal relationship between Manitoba and its municipalities that were created at the turn of the 20th century and are inadequate for today and tomorrow's realities? Do they support a fair sharing of revenues, responsibilities and accountabilities between the province and municipalities? Are they prepared to remove the education levy from property taxes? Will they remember that there is only one taxpayer?

Our infrastructure is broken. It is important to remember that it is the foundation of our economy and our quality of life. It enables our commerce to be productive and therefore competitive. Ever run on sand? It's hard. Ever run on a hard, even surface? Much easier. The same holds true for commerce 'in the sand' versus on a well maintained infrastructure. Is the party leader willing to tie investment — not spending — in infrastructure to principles? How about these six: permanent program; focused on economic growth; embracing innovation; harnessing partnerships with the private sector; funded by a dedicated stream of revenues; and subject to public period reviews for adjustment.

Balancing the budget? How important is that to any of the leaders? Are they concerned with ongoing budget deficits? How do they propose returning to balanced budgets if at all? Is the candidate for the Office of Premier prepared to reframe budget thinking from 'how does the government raise money,' to 'how does the government harness' provincial budgets to leverage investment and economic growth?

What about political leadership? Do any of the leaders understand the pivotal importance of relationships between the office of the Premier, the Office of Winnipeg's Mayor and the Association of Manitoba Municipalities (AMM)? Is there a demonstrated willingness to park political differences and collaborate around regional economic growth strategies,



regional transportation plans including mass transit, all aimed to enable sustained growth, career and investment opportunities for those here and yet in school?

Does their vision embrace the objective of Manitoba playing a far greater leadership role with Western Premiers and the Premiers' Council, to influence, lead and shape national efforts in advancing common nation building interests?

And finally do they understand that No leadership = no plan. No economy = no funds. No funds = no programming.

What say you Ms. Bokhari, Messrs' Pallister & Selinger? Can you demonstrate to us why you should be Premier?

Manitobans are waiting. ■



**CHRIS LORENC, BA, LL.B**

*Chris Lorenc is president of the Manitoba Heavy Construction Association (MHCA)*

[mhca.mb.ca](http://mhca.mb.ca)





CentrePort Canada president and CEO Diane Gray (above right) has welcomed several new infrastructure projects, including the first phase of CentrePort Canada Way (under construction above).



# NEW DIRECTIONS

Strengthening Manitoba's global position

**LOCATION IS EVERYTHING, AND WINNIPEG'S POSITION AT THE HEART OF THE CONTINENT MAKES IT A NATURAL TRADE AND TRANSPORTATION HUB.**

CentrePort Canada is capitalizing on strategic rail, air and trucking connections at its 20,000-acre development in northwest Winnipeg and the municipality of Rosser.

"From CentrePort's perspective, we look at destinations in all four directions," says president and CEO Diane Gray.

To the west, the Asia-Pacific Gateway supports trade to the growing Asian markets. To the south, the Mid-Continent Trade and Transportation Corridor is a vital link to the U.S. and Mexico, and Gray notes that it's also a critical gateway to Central and South America.

"To the east we're considering European markets and India and then to the north through the Churchill and Arctic gateway there is the potential to further grow trade with Europe because it is the shortest way for Western Canadian goods to reach European markets and vice versa through an ocean connection," she says.

"So we look at corridor and gateway development from all four coasts so to speak, and think that given the Canadian federal government's interest in international trade and international trade agreements that a national strategy on gateways and corridors complements that nicely."

In 2013, the federal government announced a 10-year, \$53 billion New Building Canada Plan. However, a permanent infrastructure strategy would provide predictability, which is important to businesses that are considering investments in equipment and employees.

**"To the east we're considering European markets and India and then to the north through the Churchill and Arctic gateway there is the potential to further grow trade with Europe because it is the shortest way for Western Canadian goods to reach European markets and vice versa through an ocean connection."**

"The challenge for governments at all levels is the budget balancing act, which is how do we manage to achieve our other priorities simultaneously, and things are tradeoffs until often they reach crisis proportions," Gray says. "So I think having in place a long-term national, sustainable, predictable, adequate infrastructure fund program helps to take away some of the uncertainty around what's going to happen in three years when Building Canada expires again."

Since its inception in 2009, the inland port has attracted 44 tenants and it plans to add 70 more over the next five years.

A \$25-million investment in export- and bean-processing facilities from Toronto-based BroadGrain Commodities Inc. has paved the way for speedy development of CentrePort's 700-acre Rail Park, with construction on Phase 1 expected to be underway this spring.

The \$220-million, 9.1-kilometre CentrePort Canada Way opened in 2013 and the province plans to extend the four-lane expressway to the Trans-Canada Highway near St. Francois Xavier, creating a bypass to ease traffic congestion in Headingley.

The federal government has invested more than \$1.4 billion in the Asia-Pacific Gateway and Corridor Initiative. In partnership with the four western provinces and the private sector, more than \$3.5 billion has been invested in road, rail and bridge projects that

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improve the flow of trade from B.C. port cities to Canadian and U.S. destinations, including CentrePort Canada Way. But so far, there hasn't been a formal federal strategy to support the Mid-Continent Trade and Transportation Corridor and an Arctic gateway linked to the Port of Churchill.

"Products move through a variety of means whether it's over the road through trucking or by rail and a significant amount to international destinations also moves by ocean carrier so you need port development," Gray says.

"But it also helps to support the northern distribution of goods and development within northern Canada as well as the potential at some date possibly to be part of a Northwest Passage connection to the Asian markets."

Manitoba Heavy Construction Association (MHCA) president Chris Lorenc notes that the Port of Churchill is the shortest route to Russia/Eurasia destinations.

"It's a full nine days shorter turnaround than any other port and most people aren't aware of that. And when you consider that it costs somewhere in the vicinity of \$50,000 each day to operate a container ship, if you're saving nine days in costs that's a half million dollars per round trip. That's not an insignificant benefit."

The Manitoba Chambers of Commerce (MCC) is calling on the next provincial government to establish a northern commission to assess transportation and infrastructure needs, consider opportunities for new distribution networks in the far North and develop a long-term strategy for the Port of Churchill.

Climate change has resulted in longer shipping seasons in recent years, but it also has negative impacts beyond environmental concerns. Winter roads are open for shorter periods, and the rail line from Gillam to Churchill is notoriously unstable, built on permafrost that shifts as it thaws.

MCC president Chuck Davidson says trains have to reduce speeds to as little as 16 kilometres per hour to travel safely, but the line is still plagued by frequent derailments, making it slow and unreliable. Davidson and Lorenc say a business case still has to be made for development of the Port of Churchill, but it's time to make the effort.

"The Golden Boy faces north because the theory was, the vision at the time was the economic opportunity for Manitoba is in northern Manitoba," Lorenc says. "It's been ignored for far too many decades."

Gray says it is challenging to build infrastructure on tundra and permafrost, but Canada isn't the only country that has to deal with northern infrastructure issues, and we might be able to learn from Russia and other northern nations.

"Does there need to be significant investment to support trade growth through the Arctic? Absolutely there would need to be, but we do have a real asset in the Port of Churchill. It is a national asset. It is the only inland deep-sea port in the Arctic and just because it's what I describe as under-infrastructure now it doesn't mean that that has to be its permanent sentence," she says.

"There is an ability I believe for governments and the private sector with First Nations to work together to turn this into what is truly an asset for trade for our country." ■

# MAKING WISE INVESTMENTS IN INFRASTRUCTURE



**M**anitoba Heavy Construction Association (MHCA) president Chris Lorenc doesn't want governments to spend money on infrastructure. He wants them to think of every dollar allocated to infrastructure as an investment.

"Investment suggests a different level of cerebral consideration of what you're going to be doing with the funds," he says. "Any fool can spend. It takes thinking, it takes planning, it takes discipline to invest."

According to a 2013 Canada West Foundation report, government investments in infrastructure fell from about 5% of GDP in the 1960s to 2% by 2000, resulting in an infrastructure deficit of billions of dollars. On a local level, municipalities are dealing with crumbling roadways, wastewater systems that are nearing the end of their life cycles and the need to develop new facilities. On a national level, improved trade routes are needed to facilitate the safe, efficient flow of goods to national and international markets.

The MHCA encourages all three levels of government to adopt six fundamental principles to address the deficit and guide future investment:

## PERMANENT

Programs should be permanent, not unlike our 'permanent' health care, education, and public safety programs. Infrastructure investment is our economic and social health care program.

## FOCUS ON ECONOMIC GROWTH

Infrastructure plans should focus on economic growth investments as a matter of first priority, without ignoring key assets that already enable or support economic activity.

## EMBRACE INNOVATION

Innovation in design, construction, maintenance and rehabilitation should become part of the design challenge (and opportunity) landscape, to stretch the service life and reduce life cycle infrastructure maintenance costs.

## HARNESS PARTNERSHIPS WITH THE PRIVATE SECTOR

Infrastructure investment strategies should harness partnerships with the private sector — the engine of innovation, growth, jobs, prosperity, taxes and revenues to government.

## DEDICATE REVENUE STREAMS TRANSPARENTLY

Infrastructure investment budgets should not rely on election cycles but should be sustainably funded through transparently dedicated revenue streams, including growth taxes, to these purposes.

## ANNUAL REVIEW FOR ADJUSTMENT AND CORRECTION

Ensure legislated mandatory annual and transparent public reviews of infrastructure programs to account for expenditures, experience-based adjustment for the future, and ensuring discipline to investment purpose. A disciplined, principled and objectives-driven plan is in our collective economic and social well-being best interests.

# Know what to do if you smell Natural Gas

## RECOGNIZE the smell.

Natural gas smells like rotten eggs.

Other warning signs of a leak may include a hissing sound, dirt being blown into the air, continual bubbling water in a ditch or pond.

## REACT immediately by evacuating the area.

If indoors, leave the door open as you exit. Avoid a potential fire hazard. Do not use any electrical switches, appliances, telephones, motor vehicles or any other source of ignition such as lighters or matches.

## REPORT the smell of natural gas to Manitoba Hydro.

Call 1-888-624-9376 (available 24/7) to report the emergency.

For your **SAFETY**







# LET'S GET GROWING

Parties urged to base election platforms on economic foundation

## EDUCATION, THE ENVIRONMENT, HEALTH AND CHILD CARE — AS MANITOBANS PREPARE TO GO TO THE POLLS ON APRIL 19, THE LEADERS OF THE PROVINCIAL NDP, PROGRESSIVE CONSERVATIVE AND LIBERAL PARTIES ARE JOCKEYING FOR POSITION ON KEY ISSUES THAT RESONATE WITH VOTERS.

**S**ix business organizations representing a broad spectrum of the community and economy want to re-focus the political discourse. They're calling on the leaders to focus their platforms to address one overriding issue — growing the economy.

"At the end of the day, without an economy generating revenue to governments it's moot to talk about how much more money we want to invest in infrastructure or health care or education or any of the other social programs that shape our quality of life," says Manitoba Heavy Construction Association (MHCA) president Chris Lorenc.

"That's why we've said as a business community that in our opinion growing the economy is Job 1."

**The Manitoba Heavy Construction Association (MHCA), Business Council of Manitoba (BCM), Canadian Manufacturers and Exporters (CME), Manitoba Chambers of Commerce (MCC), Manitoba Home Builders' Association (MHBA) and The Winnipeg Chamber of Commerce (WCC) have presented party leaders with the document Growing Manitoba's Economy, outlining seven key public policy pillars in support of economic growth:**

### FISCAL COMPETITIVENESS

Manitoba must have an effective and fiscally prudent government committed to creating a competitive tax jurisdiction to attract and retain new investment.

### VENTURE CAPITAL

Commitment to the creation of an accessible venture capital fund and supportive tax credit policies to leverage investment in the growth of new and existing businesses.

### GLOBAL TRADE

Commitment to pursuing an expanded global trade profile for Manitoba which derives substantial economic benefit.

### INFRASTRUCTURE INVESTMENT

Commitment to a strategic, sustained, disciplined approach to investment in Manitoba's core infrastructure.

### ABORIGINAL ENGAGEMENT

Commitment to the creation of an Aboriginal Engagement Strategy to ensure inclusion and partnership in economic growth policies.

### SKILLED WORKFORCE

Commitment to attracting, educating, training and retaining a skilled, responsive workforce is fundamental to ongoing economic growth.

### "NEW FISCAL DEAL" FOR MUNICIPALITIES

Commitment to address the existing fiscal framework between the province and municipalities to meet the challenges of the future.

"We're not saying, 'This is what you must do.' We are saying, 'These are the seven pillars that we recommend you build your economic platform around,'" Lorenc says.

"We have suggestions around each of the seven, but we're less interested in being prescriptive and more interested in forcing them to engage in policy discussion around why do they think Aboriginal engagement is important and what would they do on that file; why do they think a fiscal deal for municipalities and the province is important and how would they address that; what is their strategy associated with infrastructure and a skilled labour force and balancing budgets and venture capital."

While the seven pillars are not prioritized, Business Council of Manitoba president and CEO Don Leitch says the BCM's main focus is on improving fiscal and economic performance.

"We continually hear that Manitoba is doing fine, we're the second or third best growth rate in the country, but part of that is so many provinces are doing so poorly," he says.

"So being in second or third place when everybody else is failing or having negative growth rates is not something to brag about and quite frankly 2% or 2.5% is not good enough."

At the same time, Leitch says the province must drive toward a balanced budget.

"None of us advocate drastic, huge, immediate cuts. We're saying, 'Set a target and a deadline and move to it,'" he says. "High interest costs on our debt every year leave us at great risk when interest rates begin to move up. And when interest rates move up we will pay significantly more every year to service the debt, and when we're servicing the debt with tens of millions of dollars more a year that is tens of millions that is not available for the health sector, the education sector, into infrastructure, so let's focus on the fiscal."

The BCM and Manitoba Chambers of Commerce are among the organizations that endorse a comprehensive review of personal, business and corporate taxes to shape a more competitive climate that's attractive to young people, entrepreneurs and established businesses. MCC president Chuck Davidson says we shouldn't underestimate the impact of Manitoba's 8% PST on big businesses that might see substantial savings with a move to Saskatchewan, where they would pay 5% PST.

Like the Winnipeg Chamber of Commerce and Canadian Manufacturers and Exporters, the MCC supports the creation of a venture capital fund to leverage investment in new and growing businesses, to encourage innovation, and to keep our innovators from seeking greener pastures outside the province.

Developing and retaining a well-educated skilled workforce in areas from trades to technology, science, engineering, law and business is a priority for the business community across the board, along with a stronger focus on engaging the fastest-growing segment of Manitoba's population, the Aboriginal community.

"One out of five kids entering the public school system now is Aboriginal, soon to be one out of four," the BCM's Leitch says. "We want to make sure that they complete their public education and graduate from high school at the same rate and at the same levels as every other student in the province of Manitoba. It's critically important. You've got a huge pool, reservoir of talent out there that we are not utilizing and they are being denied the opportunity to fully participate in the economy."

Trade in everything from furs to oilseed to manufactured goods has always been vital to Manitoba's economy and the group of six is supportive of international agreements like the Canada and European Union Comprehensive Economic and Trade Agreement and the Trans-Pacific Partnership, as well as improvements to Canada's national Agreement on Internal Trade and participation in the New West Partnership with B.C., Alberta and Saskatchewan.

Trade-related infrastructure that supports economic growth takes precedence, but like everyone else, business leaders dodge potholes as they drive to work each day. They rely on digital infrastructure, sewer and water and all the other services municipalities are called upon to deliver. And they understand all too well that addressing infrastructure and municipal revenue needs go hand in hand.

"We're not for a second denying that the regular streets and roads have to be taken care of," Leitch says. "You've got to have a comprehensive strategy, and that leads into that whole new fiscal deal for municipalities and why it's critically important as well to enable the local governments to maintain the roads."

Lorenc chaired the Infrastructure Funding Council appointed in 2010 by the Association of Manitoba Municipalities (AMM) and the City of Winnipeg to address the growing infrastructure deficit. A council report issued in 2011 made 16 recommendations regarding actions municipalities should take on their own, actions they should take together with the Manitoba government and advocacy positions municipalities and the province should take with the federal government.

However, Lorenc says its 17th and last recommendation was the most important. It called upon the Premier to establish an expert subject matter panel with representation from the province, Winnipeg, AMM and the private sector, to develop a fiscal plan for a new Manitoba Municipal Infrastructure Funding Agreement. Given that the fiscal framework under which municipalities operate today was designed at the turn of the 20th century, it's about time.

Lorenc says municipalities need access to new revenue streams, which might flow from having a greater share in provincial and federal tax revenues and/or having the ability to implement their own growth taxes. However, there has to be transparency — municipalities must identify how they plan to use those new revenues and they must be held accountable.

Davidson says as long as municipalities rely on property taxes as their main source of revenue, it's difficult to maintain infrastructure and it's a challenge to engage in public infrastructure projects that are cost-shared with provincial and federal governments. He points to the City of Thompson, which needs to raise \$12 million for its share of a \$36 million water and sewer plant.

"This is a community of 13,000 people. They just don't have those revenue accesses that the other levels of government have," Davidson says.

With an election on the horizon, Davidson says it's important to steer discussion away from politics as usual and instead focus on public policy and how we'll shape our province's future.

"People in Manitoba care about jobs, they care about growing opportunities," he says. "When you have that growing economy you've got additional dollars that can be spent on those things that are important to people — like the social programs, like education, like health care — but you need a growing economy to fund those programs." ■





# MEET THE EQUIPMENT

## Making the Grade

**A** workhorse of the heavy construction industry, the crawler tractor (dozer) is usually the first piece of heavy equipment on a project site. Because it runs on two tracks that distribute its weight over a wide surface area, much the way snowshoes distribute a person's weight on soft snow, it won't sink into soft ground, and the tracks give it superior mobility on rough terrain.

A concave blade attached to the front of the machine can swivel and move up and down with the assistance of hydraulic arms. Different blades with replaceable cutting edges are used to push dirt and rock ahead of the machine. Operators use one control to

operate the dozer and a different control to operate the blade. A ripper attached the rear of the machine has teeth to break up hard surfaces, just as a spading fork is used to loosen compacted soil in a garden.

While a crawler tractor can be used to level ground, a motor grader is more precise. The operator controls the height and position of the blade — often with the aid of a GPS system for added speed and accuracy — to create a level surface during road construction. The motor grader is also used to create v-shaped drainage ditches at the side of the road. In winter, it may be equipped with a front-mounted blade for snow clearing operations. ■

**Heavy machinery makes short work of jobs that were once powered by people and livestock. Once known as bulldozers, crawler tractors have evolved into high-tech pieces of equipment.**

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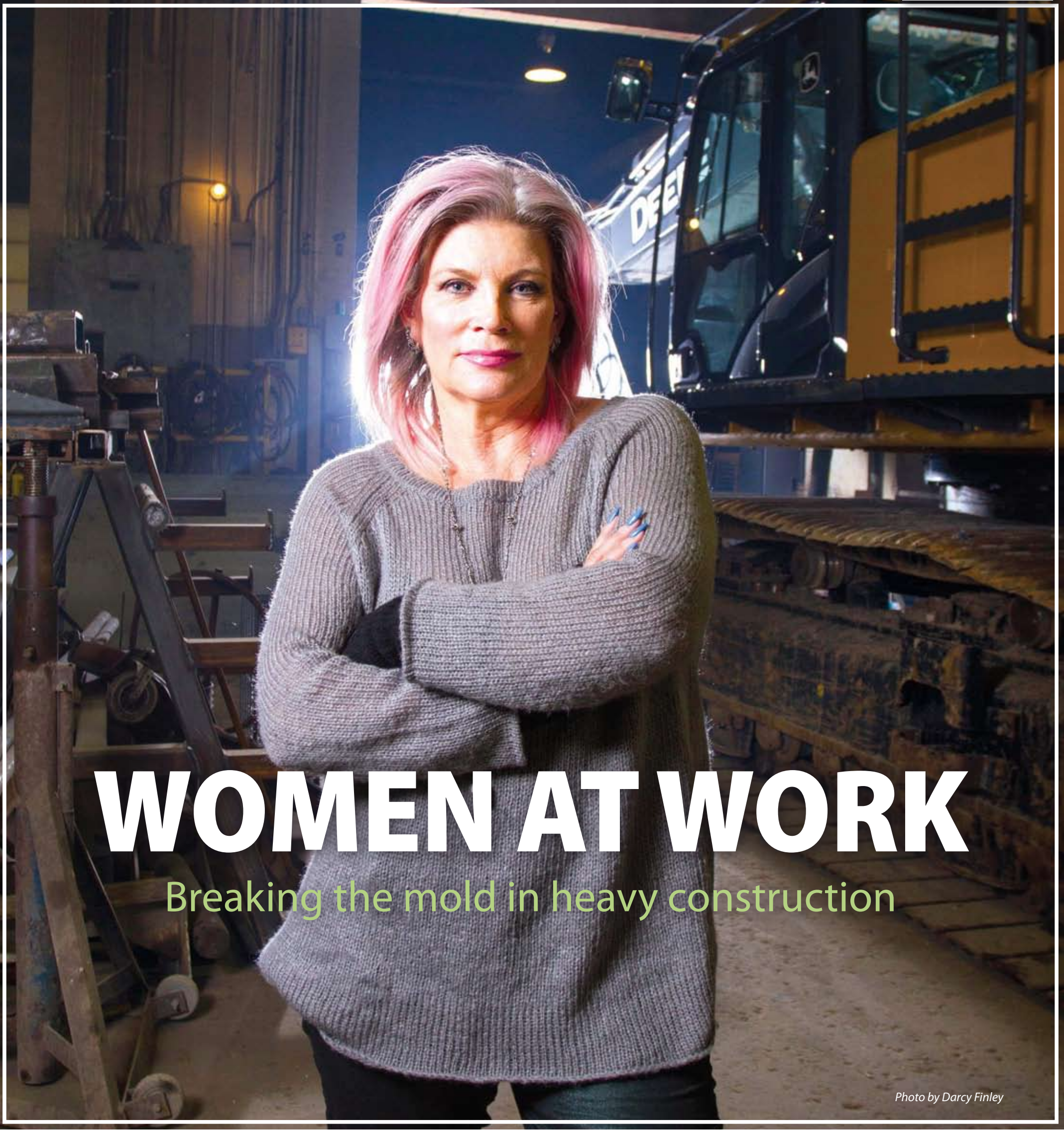
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# WOMEN AT WORK

Breaking the mold in heavy construction

Photo by Darcy Finley

**COLLEEN MUNRO WASN'T AFRAID TO GET HER HANDS DIRTY WHEN SHE JOINED THE FAMILY BUSINESS, HUGH MUNRO CONSTRUCTION LTD., AS A YOUNG TEEN. HER FACE GOT PRETTY DIRTY TOO.**

**A**n inspiring speaker at SHEday at RBC Convention Centre Winnipeg in January, Munro got a lot of laughs when she told a crowd of 800 about an early experience driving a packer. The men on the crew were going out of their way to make sure she ate plenty of dust when she spotted rescue on the horizon — her father driving onto the job site. Relief was short-lived: He waved and kept on driving.

"I didn't really appreciate it at the time, but when I look back there was the lesson of it. You have to survive," she says.

"I don't think he did it on purpose. I think he realized that he wouldn't do me any favours by babying me, and the guys would resent it even more .... I had to take it."

In the 1970s, Munro was a rarity in construction. She says there still aren't a lot of women in the industry, but these days, they're welcome.

"It can be a great opportunity for women, whether it be operators, welders, mechanics; the great thing is we need people. We're short in our industry, so we would love to have more women in our crew," she says, adding the benefits extend beyond the financial rewards.

"You can take a look back and see some of the projects that you've worked on that are there for our province, and I think it's a rewarding career for a lot of women."

There's no shortage of career options in construction and Munro says women have a lot to offer to the industry.

"Compared to most men operators they're gentler on the equipment. They keep it cleaner, they're consistent, you know all those things you want in an employee I think women bring to a job site," she says.

"Women are much more collaborators — I mean I'm obviously generalizing, but anybody who wants to say we are the same, we're not the same. We have different strengths and different weaknesses."

Munro says if she hadn't been born into construction — she entered the world the same year her late father started the company — she probably wouldn't have given a career in the industry a second thought, or a first thought.

"Really, construction just wasn't an option for women in my day," she says.

"We want more women in our industry and a lot of us are willing to train, and there's also a lot of courses that are offered now through Red River College, through MITT (Manitoba Institute of Trades and Technology), through the Manitoba Construction Sector Council that will help train women for this industry."

A member of the Minister's Advisory Council on Workforce Development and a board member of Apprenticeship Manitoba, Munro is active with the Manitoba Construction Sector Council and MITT education programs, and her company works in partnership with First Nations on local workforce training and development for men and women. In 1995, she became the first — and so far, only — woman to serve as Board Chairperson of the Manitoba Heavy Construction Association (MHCA) and the Western Canada Roadbuilders & Heavy Construction Association (WCR&HCA).

**"We can be part of the change or we don't participate, and I'd rather be part of the change than not. Maybe it doesn't go as fast as I'd like it some days but you know it is happening."**

From one man with one piece of equipment — a dozer for clearing bush — the company she runs has become a major player in the heavy construction industry, with 250 pieces of equipment, trucking and service arms and up to 300 employees whose livelihood is her main focus.

"There are a lot of families that survive by making their money with this company. That's a real motivator for me," she says.

"My main goal is that I'm very loyal to the people that worked with me since I was a kid and it's kind of, we're like a family ... I call them lifers all the time. It's just paying respect and hopefully we can still do a good job and go to the next stage together."

Hugh Munro worked on the original Red River Floodway and the company has tackled projects including the Winnipeg Floodway expansion, the Lake St. Martin Emergency Channel, CentrePort Canada Way, the East Side Road Authority all-weather road and Manitoba Hydro's Bipole III. Its services include site excavation, drilling and blasting, laying fiber-optic cable and clearing snow for the City of Winnipeg.

Often, the company will train workers on-site and help them move up the ladder.

"If somebody is going to excel and we see that they could be in surveying or project management there's all sorts of courses now that can be taken to strengthen that position," Munro says.

The lifestyle can be tough. Job sites are often in remote areas where workers stay at construction camps for 21 days at a time, and Munro says if you're a family person you need to have solid support at home. Her own husband, Burt Lancon, has been that support for her and their teenage daughter, Steele — who got a strong name from her parents as well as strong role models.

Munro says the industry still isn't as politically correct as more traditional jobs for women, but as she tells workers of

both genders, you've got to "suck it up, buttercup."

"We can be part of the change or we don't participate, and I'd rather be part of the change than not. Maybe it doesn't go as fast as I'd like it some days but you know it is happening."

There's a lot of camaraderie in construction and Munro says she enjoys getting away from the business of running a business and visiting job sites. But she's not tempted to hop on a packer or dozer, although the equipment has improved along with the atmosphere.

"When I was there you didn't have the rollover protection, you didn't have a cab. You were out in the baking sun." ■





**Berens River First Nation Chief Jackie Everett (third from right) and Hugh Munro Construction Ltd. owner Colleen Munro with Meemeeweepi Construction students who took part in training with the Manitoba Construction Sector Council.**  
Photos courtesy of Manitoba Construction Sector Council

# WORKING PARTNERSHIPS

Training programs benefit industry and communities

**CONSTRUCTION OF AN ALL-SEASON ROAD IS BRINGING A WORLD OF OPPORTUNITY TO FLY-IN FIRST NATION COMMUNITIES ON THE EAST SIDE OF LAKE WINNIPEG. AND THE ROAD RUNS BOTH WAYS, PROVIDING A MUCH-NEEDED LOCAL WORKFORCE FOR THE HEAVY CONSTRUCTION INDUSTRY.**

In 2014, Hugh Munro Construction Ltd. and Berens River First Nation's Meemeeweepi Construction forged a joint venture that included a training component to prepare the local workforce for drilling, labour and heavy equipment operator jobs.

Now, a unique Blaster in Training Certificate program is on the launch pad, thanks to a partnership between the Manitoba Construction Sector Council (MCSC), Berens River First Nation, Hugh Munro Construction and blasting experts Austin Powder.

MCSC indigenous liaison Ron Castel says the curriculum and training videos are being completed and MCSC has already delivered job-readiness training.

"There's pre-employment and there's life skills, but I don't call it that, I call it job readiness

because that's what we're doing, getting them ready to go to work," Castel says.

"Basically, we're getting the community ready to take up responsibility for their community projects."

Two years ago, MCSC provided mentorship training for Hugh Munro and Meemeeweepi Construction staff, along with job-readiness training for 19 local workers, including three women, two of whom went on to train as heavy equipment operators.

The East Side Road Authority has a 30% local hiring requirement, which is far exceeded by Hugh Munro Construction. Castel says the training programs are a win for the community and the industry. When other companies are awarded construction contracts in the area, they'll have access to a pool of experienced

equipment operators, blasters, drillers and skilled labourers.

"They don't have to bring in their workers and the local workforce is ready for opportunities. And they understand the commitment, they understand what's required of them, they understand that at the end of the day it's a good paycheque," he says.

"So it builds a good economic base of money staying in the community, and therefore it builds up good role models and so forth, so there's big effects from this one training program that we did in regards to the job readiness."

MCSC is mandated to identify and deliver, or facilitate delivery of, the education needs of the construction industry. This includes pre-employment skills training to Gold Seal-

accredited programs for construction supervisors. It was formed in 2009 by five associations: The Manitoba Heavy Construction Association, Construction Association of Rural Manitoba, Manitoba Building and Construction Trades Council, Manitoba Home Builders' Association and the Winnipeg Construction Association.

Castel says job-readiness training covers a broad range of topics, from time management to work ethics, and there's a strong focus on building a professional pool of workers who are also role models in their communities.

"We want to make sure we empower the employers but also empower the community to take on these jobs and be self-sufficient, and in order to do that we have to educate the community about their role." ■



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# GROUND CONTROL

High-tech simulators put students in driver's seat

**IT LOOKS LIKE AN INDUSTRIAL VIDEO ARCADE, BUT THE HEAVY EQUIPMENT OPERATOR CERTIFICATE (HEOC) PROGRAM'S TRAINING SIMULATOR LAB AT THE MANITOBA INSTITUTE OF TRADES AND TECHNOLOGY (MITT) IS ANYTHING BUT CHILD'S PLAY.**

**D**eveloped in partnership with MITT, the Manitoba Heavy Construction Association (MHCA) and Manitoba Construction Sector Council (MCSC), the new program harnesses technology to give students hands-on experience operating hydraulic excavators, rubber tire loaders, crawler tractors (dozers) and motor graders.

"It's not a game. The more we work on it, the better we do get," says trainee Ben Sutherland, who works for E.F. Moon Construction in Portage la Prairie.

Manipulating controls on a John Deere motor grader simulator, Sutherland, 32, is finding it a challenge to maintain a level grade on a computer-generated cul de sac, one of several lesson plans students must master during the eight-week course.

"Most of the tasks they have on here are pretty difficult actually," says Sutherland, who expects to be certified as an excavator operator following a 160-hour practicum with E.F. Moon.

Launched in January with an initial intake of 16 students, the program got off the ground with a \$150,000 investment from the province of Manitoba to help purchase four simulators. Toromont CAT donated funds to offset the cost of two of the initial simulators and Brandt Tractor donated three more.

The first program of its kind in Manitoba, HEOC is a game-changer for the industry. Until now, heavy construction has not had the benefit of public-sector support for workforce training and education.

"If you're an apprentice or a tradesperson there's all kinds of education and training funds, whereas for our skilled labourers — our equipment operators in particular — there hasn't been anything," says MHCA president Chris Lorenc.

Typically, companies train their own employees as they work their way up the ladder from unskilled to skilled labourer and on to small equipment operator and heavy equipment operator.

MHCA has offered heavy equipment operator training for the past decade, including a significant amount of training with First Nation communities. However, leasing equipment is very expensive and while it's being used for training there are additional costs associated with loss of productivity. Having access to simulators helped reduce costs from up to \$17,000 per person, depending on the training location, to about \$5,800 per person. And support from the federally funded Canada-Manitoba Job Grant has made the program more accessible. Since 2014, the grant has been available to help employers develop their workers' skills, with costs split three ways between the grant program, the employee and the employer, who may cover the employee's costs.

The first class was made up of 12 students who work in the heavy construction industry, three who have some experience with heavy equipment and a former carpenter who is retraining for a new career after losing three fingers in a workplace accident. The course wrapped up in mid-March and each student must complete a 160-hour practicum with their employer within one year, after which an MHCA evaluator will assess their skills.

MITT workforce development consultant Beverlie Stuart says instructors, stakeholders and MITT are conducting an evaluation of the program, but she anticipates that it will be expanded to accommodate multiple intakes in 2017 and that it will be extended to students who are not yet working in the industry.

"We've had a lot of interest, a lot of phone calls," she says.

MHCA Heavy Equipment Operator Training Academy instructor Phil McDaniel and Hugh Munro Construction safety and training instructor Brent Good fielded a number of queries on-site from MITT students. There's also been keen interest from high school students and entry-level workers who want to pursue a career in heavy construction and from the Manitoba Métis Federation and various indigenous organizations in rural and northern Manitoba.

The program was planned to be mobile and Stuart says the hope is that more simulators can be acquired and transported to mobile training sites throughout the province.

MCSC Director of Education and Training La Donna Ogungbemi-Jackson says an existing curriculum was updated and fine-tuned for the HEOC program, which combines classroom and simulator training. Representatives from heavy construction companies attended a series of focus groups to help determine what topics should be covered. The result is a well-rounded approach to give students a grounding in everything from basic surveying to work-site communication skills, with a strong focus on safety. The simulators actually track safety violations and will shut down in the event of a major violation. They also calculate the cost of any damage to equipment caused by operator error.

Lorenc says programs like HEOC demonstrate the industry's commitment to training and excellence. He is a long-time member of the national Gold Seal committee, which is a certification program for managers of construction projects, and MHCA hopes to become involved in the certification of a number of other trades with the industry.

"We've made significant investment in education and training. We think that is the key to our future productivity and competitiveness. We think it's important to associate continuous education and improvement with careers in our industry." ■

The Heavy Equipment Operator Certification (HEOC) program delivered at the Manitoba Institute of Trades and Technology (MITT) combines classroom and simulator training. Students must complete a 160-hour practicum within one year following graduation.



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# THE MHCA MEMBERSHIP ADVANTAGE

## MEMBERSHIP MATTERS

**Manitoba Heavy Construction Association (MHCA) Members enjoy many advantages through membership. MHCA has the business tools and pursues advocacy activities to help you and your company participate and grow:**

- The 'Annual 'MHCA Directory' features a 'yellow pages' of heavy construction services by category. It provides recognized Equipment Rental Rates for bidding and retail purposes. It IS the business tool for public and private sector purchasers of heavy construction industry services
- 'The Heavy News Weekly' electronically provides timely information regarding tender ads and results; WORKSAFELY™ Training; vocational education; member events; and industry news relevant to your business

- **The Bi-annual MHCA Free Press Insert** reaches in excess of 160,000 readers each issue with key industry messages related to the links between infrastructure investment and economic growth, the industry contribution to our economy, careers in our industry, the benefits of our WORKSAFELY™ Program and much more

- **Network** with existing and potential new clients, and with key government elected and department officials at our always sold out annual events including: Curling Bonspiel, Spring Mixer, Breakfasts with Leaders, Golf Classic and Chairman's Gala

- **Participate** in MHCA Standing Committees and help shape and influence provincial, municipal and related agency policies, practices and regulations, and investments in infrastructure, taxation and economic growth policies

- **Advantage** your employees and company's safety through MHCA's WORKSAFELY™ Program and its COR Certification

- **Be seen to be a part** of a 400-plus member voice Association of the heavy construction industry with a reputation for *presence, profile and impact with groundbreaking results* in support of industry issues and its growth

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**To learn more about the benefits of MHCA membership, visit [www.mhca.mb.ca/membership](http://www.mhca.mb.ca/membership) or contact Christine Miller, MHCA's Events, Membership & Office Manager at 204-947-1379 or via email at [Christine@mhca.mb.ca](mailto:Christine@mhca.mb.ca).**



## TRAINING WHEN YOU NEED IT, WHERE YOU NEED IT

**THE MANITOBA HEAVY CONSTRUCTION ASSOCIATION (MHCA) IS COMMITTED TO PROVIDING TRAINING FOR NEW OR EXISTING WORKERS IN THE HEAVY CONSTRUCTION INDUSTRY.**

Whether is it provided directly by the MHCA — such as all aspects of safety, human resources, workplace development and leadership skills — OR, Heavy Equipment Operator Certificate (HEOC) training in partnership with the Manitoba Institute of Trades & Technology (MITT); OR, pre-employment, mentoring or cultural sensitivity training with the Manitoba Construction Sector Council (MCSC), the MHCA is the one-stop shop for the heavy construction industry education and training needs.

Training can be delivered in the MHCA classrooms or on-site at the employer's place of business across Manitoba. The MHCA also delivers training to First Nations directly in their communities, works with the Métis community to support its training needs and provides training for municipal workforces in their locations. Upon completion, students receive a certificate from the MHCA.

We can shape and scope the nature of training to suit what is required by an employer, First Nation community or Municipality.

For information about Education & Training, contact Jackie Jones, MHCA WORKSAFELY/COR Education & Training Coordinator at 204-947-1379 or via email at [jackie@mhca.mb.ca](mailto:jackie@mhca.mb.ca)

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**H**heavy construction workers contribute to our quality of life every day, and keeping them safe is a legal, moral and ethical priority for the Manitoba Heavy Construction Association (MHCA) and the heavy construction industry.

Dating back more than 25 years, the MHCA's WORKSAFELY™ program provides province-wide training and support to the industry's 8,000-plus employees, with a particular focus on nationally recognized COR™ (Certificate of Recognition) requirements and standards.

**One of the means by which the MHCA hopes to make safety standards more accessible for members is through technological innovations like the recently launched e-COR™ app, a digital platform that allows companies to store, organize and submit COR™ documents online.**

Access to the WORKSAFELY™ menu of education and training is available to the entire industry.

Through a mix of customized training, industry outreach, and internal and external audits, the WORKSAFELY™ program aims to ensure safety standards compliance at all levels of operation, while supporting owners, supervisors and employees as they pursue both COR™-certification and a culture of safety excellence.

"What participation in this program is intended to do is provide them with an industry-accepted minimum approach to maintaining and promoting safety in their workplaces," says Don Hurst, director of WORKSAFELY™ education and training for the MHCA.

"They have an approach that is proven, if demonstrated and operated successfully, to protect people in the workplace — to minimize injuries and reduce costs."

At present, there are more than 340 COR™-certified companies in Manitoba, with 32 new companies achieving certification in 2015 and a further 40 companies registered and actively working towards the same goal.

That number accounts for nearly 75% of the industry's workforce, and the MHCA's three-year strategic plan includes a commitment to further growth, through stepped-up efforts to certify smaller operations (those with fewer than 20 employees qualify for SECOR, or Small Employer certification), and strengthened partnerships with municipalities, northern communities and First Nations contractors.

"Our objective is to get everybody in our industry COR™-certified," says Hurst, who

took over the WORKSAFELY™ portfolio in April 2015, after several years as chief prevention officer for the province's Workplace Safety and Health branch.

"We want them all to be operating with a view to achieving safety excellence when they do their work."

The strategy is a sound one, and the province appears to agree. Starting this April, Manitoba's Government-Wide Contract Policy requires COR™ certification for not just general contractors bidding on contracts valued at \$100,000 or higher, but also any subcontractors that exceed the same amount.

Hurst says the policy change will help ensure the vast majority of those working on complex construction projects have been properly trained in the COR™ system's ground rules.

A recent University of British Columbia study found participation in that province's COR™ program was associated with lower injury rates in both the construction and forestry industries.

And here in Manitoba, Hurst says the sector's injury rate has fallen dramatically over the last 15 to 20 years: In 2014, the MHCA logged 4.6 injuries for every 100 full-time workers — down from 7.3 per 100 workers in 2004.

In addition to the obvious impacts on workers' physical health, the reductions also translate to savings for employers.

"You're reducing time lost from work, and you're reducing training and retraining costs when people have to take the place of those who are injured," he says. "In today's environment, where the labour market is very competitive for the workforce in general, you want to keep your people healthy and safe, because they're hard to replace."

One of the means by which the MHCA hopes to make safety standards more accessible for the heavy construction industry is through technological innovations like the recently launched e-COR™ app, a digital platform that allows companies to store, organize and submit COR™ documents online.

"We're one of the early adopters of this application because we see it as something that helps make companies better at safety," says Hurst of e-COR™.

"If you want to have at your fingertips your list of Safe Work procedures, or if you want to conduct a hazard assessment on a job site, it's easy to do it on your iPad in real time and share it with others right away. You don't have to put it on a piece of paper and go back to the office to file it or photocopy it or fax it."

Next month, the WORKSAFELY™ team will have a chance to welcome some of their newest recruits to the annual MHCA Expo in Winnipeg (April 5-6), where they'll train upwards of 400 attendees in all aspects of safety, human resources and other workplace development and safety supports.

As Hurst explains, WORKSAFELY™ training — like the accreditations it makes possible — is an ongoing, collaborative process, and those who sign on are taking an important first step towards protecting their organizations' greatest assets.

"It's a statement that they're committed," says Hurst. "It's not just as simple as taking out a membership and all of a sudden you're certified. It takes the training of your workforce, the implementation of effective safe practices, and it takes work." ■





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**For many members of the Manitoba Heavy Construction Association (MHCA), TECHNICAL EXPERTISE IS ALWAYS IN HIGH DEMAND.**

**FOR MANY MEMBERS OF THE MANITOBA HEAVY CONSTRUCTION ASSOCIATION (MHCA), TECHNICAL EXPERTISE IS ALWAYS IN HIGH DEMAND. ONE SUCH COMPANY OFFERING ITS SERVICES IN THIS REGARD IS WANLESS GEO-POINT SOLUTIONS INC (WGPS).**

WGPS is a multi-discipline Surveying & Consulting company that offers technical services to many industries including the MHCA. Its Founder, Darren Wanless, CET has built a reputation of quality and efficiency in the industry as he has provided technical sales and support services for over two decades to its members.

With an emphasis on Innovation, WGPS and its employees utilize cutting edge technologies for its daily operations and provides in depth support for clients also utilizing the newer technologies. When MHCA members began adopting 3D Machine Control and Guidance over a decade ago, Darren Wanless was one of the first to promote its use and provide technical support on projects such as the Floodway expansion, the James Richardson Airport, and many more since.

Now with the introduction of technologies such as HD Laser Scanning, and Drones, WGPS has been busy promoting and educating the Architecture, Construction and Engineering Sectors on its safe and effective use for project applications and how it pertains to each other. They still offer traditional survey services such as Total Station, Global Positioning System and

Leveling for projects, however more and more tasks are being completed by integrating the advanced technologies.

Darren has been providing education to MHCA members directly through in house custom classes on all their surveying and geomatics services, as well as through education seminars at the Heavy Equipment Expo held each year. Most recently he also aided the Heavy Equipment Operators Certificate program by providing classes on Surveying basics and Technological advances pertaining to operators enrolled in the program. The end goal of WGPS's education service is to grow industry productivity and safety by promoting the new technologies to be used by companies to improve workload and eliminate un-safe work situations for all employees.

With traditional survey methods, there is a requirement for employees to be walking through construction sites amongst moving heavy equipment and near open excavations. While this can be done in a safe manner with the proper safe work procedures and policies in place, it places unnecessary risk on the workers. With Laser Scanning and Drones for example, the site can be surveyed remotely from a distance while the employee in a safe control position while the daily work routine of operators and equipment is not hindered by on the ground personnel. This creates safer and more productive projects and delivers high definition data sets that would be impossible to survey traditionally with such detail. ■



WGPS is a multi-discipline Surveying & Consulting company that offers technical services to many industries including the MHCA.

A WGPS Employee utilizing a Laser Scanner to Survey Rock Blasts



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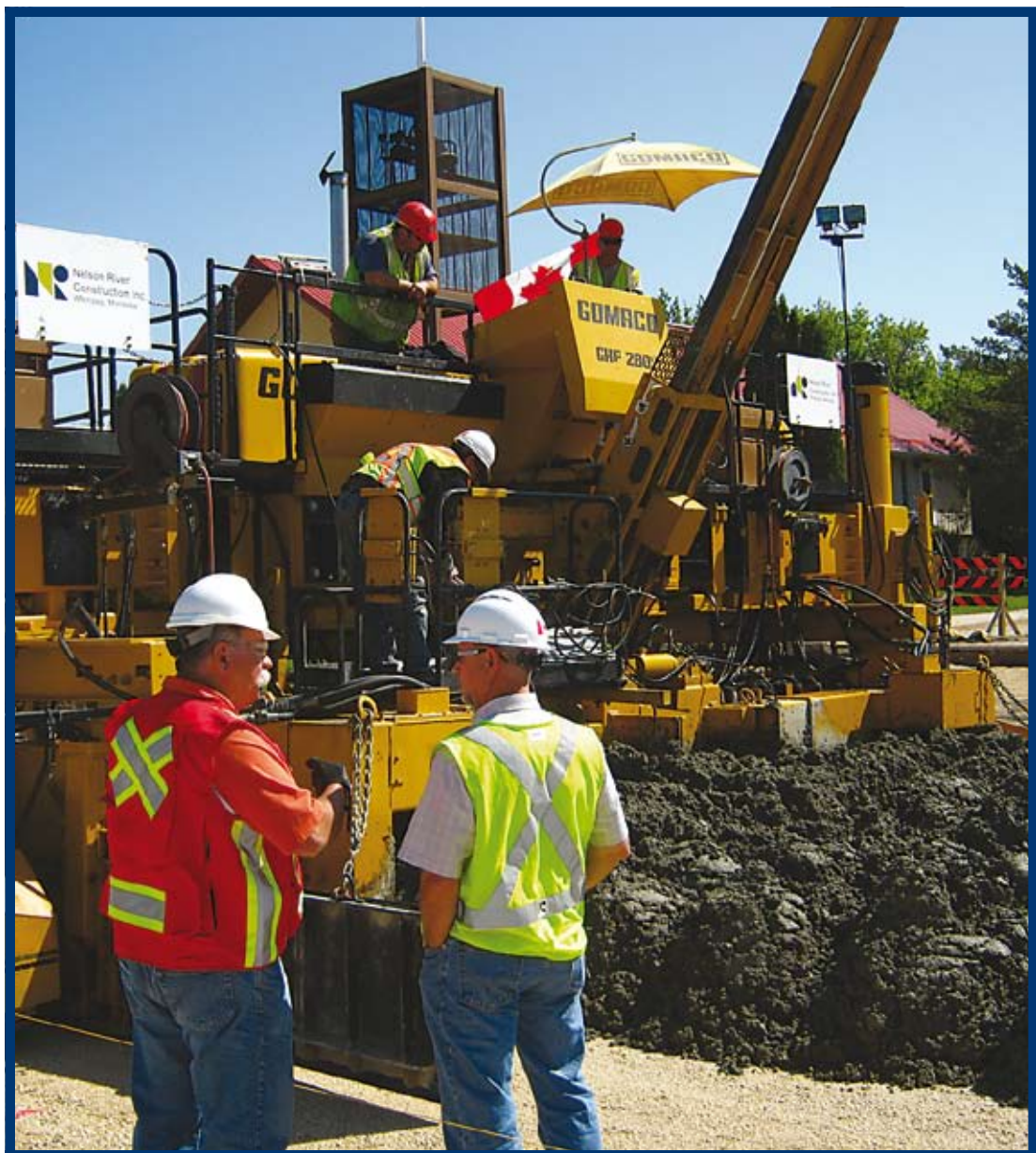


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# DRIVING SUCCESS

## Trucking industry keeps Manitoba moving

By Pat Rediger

### THE ROAD TO ECONOMIC PROSPERITY BEGINS WITH STRATEGIC INVESTMENTS IN TRADE-RELATED INFRASTRUCTURE.

**K**ey improvements for the trucking industry include the province's planned CentrePort Canada Way extension project. CentrePort is North America's largest inland port that includes an international trucking hub. The project would extend the four-lane expressway another 14 kilometres west of the Perimeter to bypass Headingley and connect to the Trans-Canada Highway near St. Francois Xavier.

"Winnipeg's trucking industry is clustered in and around the CentrePort footprint in the northwest corner of the city," says Terry Shaw, executive director of the Manitoba Trucking Association.

"This bypass will give truckers more options, because if for some reason there is an incident that limits access to one of those roads, industry does not have to shut down."

Manitoba is home to some of the top trucking companies in Canada, including TransX Ltd., Bison Transport Inc., YRC Reimer, Paul's Hauling Ltd., Penner

International and Arnold Bros. Transport Ltd.

Bison Transport CEO and executive chairman Don Streuber says business is quite literally always on the move.

"When freight moves, it doesn't typically create a path as much as choose a path. If you think of water moving through the yard or down the street, it goes down the quickest path of least resistance. It's the same thing for us when talking about infrastructure," says Streuber, who is also chairman of CentrePort Canada.

"We're looking for reliable, predictable roadways that are opened, functioning well and help maintain the flow of traffic. Infrastructure requires continual investment. The absence of those repairs over time has created a significant deficit in our province in terms of rebuilding established infrastructure and building secondary roads."

Shaw notes that the trucking industry contributes about \$2 billion toward the provincial GDP.

"On top of that already significant contribution, there are other major industry contributors to the provincial economy — such as construction, agriculture, manufacturing and retail trade — that lean on trucking as a critical service provider. Without trucking, these industries wouldn't be able to access needed raw materials or get their products to market," he says.

"Manitoba is a gateway province. Not only would these infrastructure investments help our province, but they would also help our nation. Often these items are looked at from the perspective of being an origin or destination,

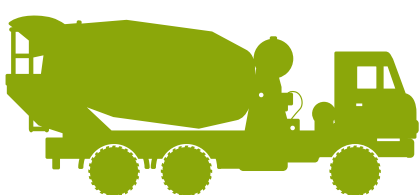
which Manitoba is certainly, but we also need to realize that we are in the centre of Canada and we're also a major North American intersection too. Not only should we protect and develop these pathways on behalf of our province, but we also have a responsibility as caretakers of a vital connection on our national highway system."

The industry welcomes plans to build a St. Norbert Bypass and improve Highway 75, the main route from Winnipeg to the U.S. border. The border crossing at Emerson sees some \$19 billion annually in truck trade, more than any crossing in Western Canada. The Manitoba Trucking Association estimates closures during spring flooding on the Red River cost the industry \$1.5 million per week.

"Highway 75 to me is a critical connecting point," says Streuber. "If you look at a map and draw a natural arc from Calgary or Edmonton down into the States, the arc actually crosses through Winnipeg down Highway 75. So Highway 75 doesn't just feed Manitoba. It is, in fact, a trade route for Saskatchewan and Alberta. When accessibility to this highway is not an issue, we are able to transfer the least cost to the consumer in the sense that the shortest route equals the least amount of disruption. This creates the most expeditious line of trade."

As Streuber explains, trade routes in and of themselves create jobs, which helps fuel a vibrant economy.

"There's an expression that goes, 'Other than a baby, everything else is delivered by trucks,'" he says. "Fundamentally, there will always be a requirement of trucks and for that the infrastructure is critical." ■



## TRUCK TRANSPORTATION BY THE NUMBERS

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— Source: The Manitoba Trucking Association

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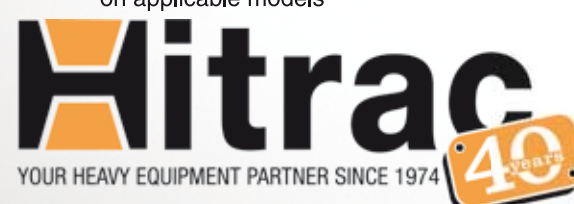


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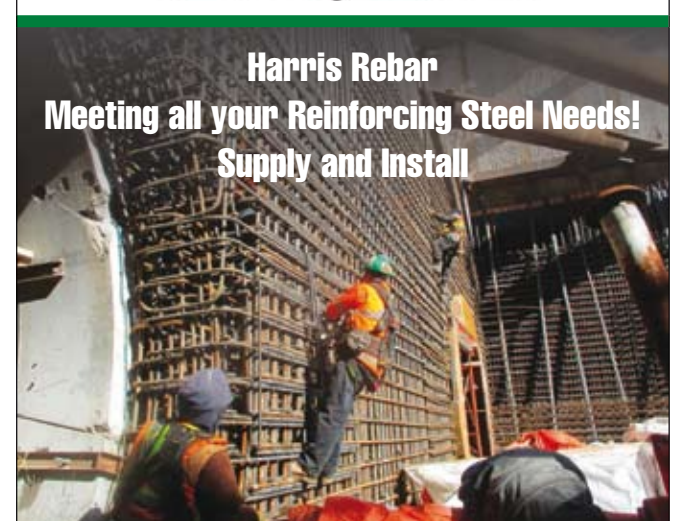
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# SHAPING THE FUTURE OF MANITOBA

## STUART OLSON BUILDS ON A CENTURY OF SUCCESS

BY PAT REDIGER

**W**herever you go in Manitoba, you'll see stunning samples of Stuart Olson's work — from public landmarks like the revamped RBC Convention Centre Winnipeg and Assiniboine Park Zoo's Journey to Churchill feature to popular restaurants and private businesses.

For more than 60 years, Stuart Olson has been the trusted partner to Manitoba's public, private and industrial construction industries.

"Exceeding expectations throughout the lifecycle of a given project is our culture, our brand and promise to our clients," says Rick Graumann, Vice President of Stuart Olson's Manitoba operation.

"Shaping the future of our cities and communities is a privilege and a responsibility, one that we take very seriously. It's not only a matter of pride, but also a deep respect for our clients' investment and vision."

Serving clients since 1911, the \$1.4-billion company is guided by a team of over 4,000 employees who work out of the national office in Calgary and regional offices in B.C., Alberta, Saskatchewan, Manitoba and Ontario.

With a staff of 40 in Winnipeg, the company offers both building and industrial services to customers throughout Manitoba. Stuart Olson's buildings group focuses heavily on the construction of public- and private-sector projects, delivered through construction management and design-build.

"Through our process, we understand our clients' needs, and their vision for success. We are usually engaged in the early stages of a project, and provide input through the life of a project, from design and tendering to construction and closeout," says Graumann. "This has been our success and we deliver it consistently across all regions that we service."

Stuart Olson is well-known for sports stadium projects, including Investors Group Field, the home of the CFL's Winnipeg Blue Bombers. This landmark \$190 million facility is the largest canopied structure in Canada, with eight acres of roof and a unique curved canopy that provides coverage over approximately 80% of its 33,000 seats. The company also went to bat on the construction of CanWest Global Park, home of the Winnipeg Goldeyes. In 2001, CanWest Global Park was featured in Baseball America's Great Parks calendar and eight years later, it made the cover.

Stuart Olson aims high in more ways than one. The company is responsible for Winnipeg's towering 201 Portage: a 450,000-square-foot, 33-storey project that was uniquely planned to encapsulate the existing CN Telecommunications Centre Building.

One of the company's major cultural projects, Assiniboine Park's Lyric Theatre, draws appreciative crowds all summer long. The 4,000-square-foot facility was built in the classic Tudor style to complement the park's existing architecture. Right next door at Assiniboine Park Zoo, the Journey to Churchill exhibit is one of Manitoba's hottest attractions for polar bear fans from Winnipeg and around the globe.



From top: RBC Convention Centre Winnipeg, Journey to Churchill.

Recently the company put the finishing touches on the \$147-million RBC Convention Centre Winnipeg renovation, which nearly doubled the Convention Centre's size from 492,000 to 832,000 square feet. The expansion provides an additional 131,000 square feet of exhibition space on the third floor, and boasts the breathtaking City View Room with soaring floor-to-ceiling windows high above York Avenue.

"We are proud to have successfully delivered the RBC Convention Centre. Not only is it an iconic design and instantly recognizable downtown landmark, but it was also delivered on time, and on budget," says Graumann. "I think it's an absolutely spectacular addition to our downtown environment, one that we can all be proud of."

Stuart Olson's impact on the community extends far beyond infrastructure. As an organization, it is committed to making a difference in people's lives and to enriching the communities in which it serves.

"We are proud to support the community, whether it's through support or sponsorship of local charities or organizations, active participation in apprenticeship and training programs, protection of our environment or

commitment to utilizing sustainable building practices for all of our projects," Graumann says.

"We are proud to be recognized as a leader in introducing sustainable practices and standards to the construction and industrial services industries. The result is over 100 Leadership in Energy and Environmental Design (LEED) certified projects completed across Canada."

Protecting the skilled workers who contribute to its success is an integral part of the company's culture. Stuart Olson has maintained its Certificate of Recognition (COR™) certification since 2000 and its current Workers' Compensation Board rating is among the lowest available in the industry.

"Our safety commitment extends beyond just our sites as we are continually trying to better the overall industry," Graumann says.

"Chairing the General Contractors Division Advisory Committee to the Construction Safety Association of Manitoba, and Stuart Olson being the recipient of Vancouver Regional Construction Association Awards of Excellence for workplace health and safety innovations, are just a couple of examples of our commitment to health, safety and the environment." ☒

**Every day, Stuart Olson positively impacts the businesses we serve, the communities in which we operate and the lives we touch.**

Our number one priority is to discover and implement innovative and workable solutions for our clients.

We provide industry leading services to each of the sectors we serve and when needed, have the company-wide capabilities to offer clients a broader and more integrated model for success.

As a company, we believe that earning a client's confidence and respect is everything. At Stuart Olson, we've been doing just that for over 100 years.



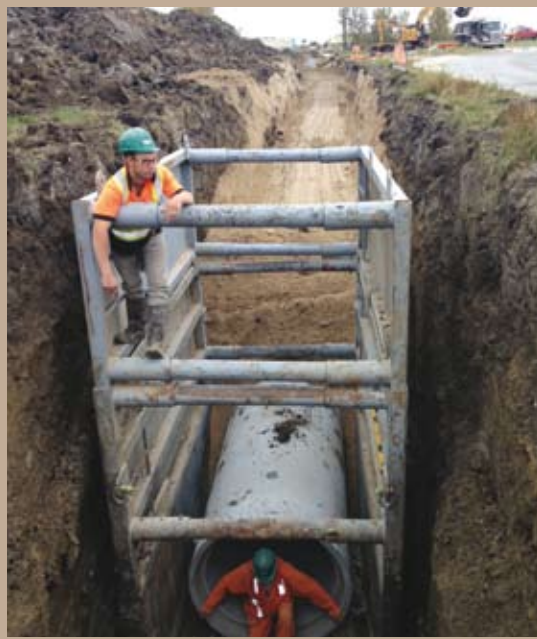
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