



MHCA

Manitoba Heavy Construction Association

2016 ANNUAL REPORT



WHO WE ARE

Voice: The Manitoba Heavy Construction Association has been the recognized voice of the heavy construction industry since its founding in 1943. We promote sustainable municipal, provincial and federal infrastructure development, strategic investment in core infrastructure and seamless, multi-modal transportation systems. The MHCA's core safety programs, WORKSAFELY™ and WORKFORCE, are designed to protect workers' safety and health.

Vision: The MHCA is the recognized voice of the heavy construction industry in Manitoba, promoting sustainable investment in core infrastructure to support economic growth in our province and country, and in the broad public interest.

Mission: The MHCA will:

- Engage stakeholders to promote economic growth through broad infrastructure investment strategies.
- Advocate for progressive legislation and regulation enabling industry growth.
- Provide comprehensive safety, innovative vocational and related education.
- Provide services to support industry growth.
- Advance positions consistent with public interest.

PRESENCE PROFILE IMPACT

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PRESENCE PROFILE IMPACT

MESSAGE FROM THE CHAIR

The heavy construction industry had a big year – emphasis on the heavy. A spring election put in power a government that made clear it would move to restrain spending. The Manitoba Heavy Construction Association supports the imperative to control spending, eliminate waste and pin the provincial deficit to the mat. But we have also vigorously defended and asserted that economic growth depends on smart investing, not spending – infrastructure investment underpins economic prosperity. Our successful ‘Breakfast with the Leaders’ initiative prior to the provincial election brought home that message.

We believe the Pallister government is listening. This spring we met with Manitoba Infrastructure Minister Blaine Pedersen. We had a good discussion. There is common ground – we cannot let infrastructure budgets fall below \$1 billion annually; it must be backed by rigorous analysis and accounting to ensure a return on investment. Further, competitive bidding is back in style, regular sole-sourced government contracting is ‘yesterday.’ Project labour agreements, too, are passé. The effort and influence MHCA has brought to the political discourse this year have had tangible effect. Most recently, we have opposed the inclusion of reprisal clauses in the Government of Manitoba contract tender and bidding rules. These clauses, increasingly in use by governments across Canada, disqualify firms from bidding on a government’s work if that firm is involved in legal action over a previous contract with that government. The MHCA works to fight such clauses, wherever they appear in Canada; through the Canadian Construction Association, Henry Borger, Bob Reidy, Chris Lorenc and I are contributing advice and support in that battle. We will have more to say about this in 2017.

Further, provincially, while we have made progress on securing access to aggregate quarries, at risk of restrictive municipal bylaw encroachment, we continue to press for an independent mechanism to enforce provincial jurisdiction over this finite, critical provincial resource. We are happy Manitoba is negotiating entry to the New West Partnership; our contractors cannot risk losing out on jobs in other provinces due to preferential procurement and tendering rules.

INDUSTRY INTERESTS AT THE TABLE

BUDGET 2017 CONSULTATIONS

MHCA was asked by Finance Minister Cameron Friesen to submit recommendations in preparation for his 2017 financial plan. The MHCA told the all-party panel October, 17 that getting the budget back to balance requires investment, not spending, with strategies that expand our trade profile and grow the economy. President Chris Lorenc reiterated the need for infrastructure programs to be permanent, focused on economic return, funded by dedicated revenues and transparently reviewed.

DINNER WITH THE DEPUTIES 2016

This spring, the MHCA sponsored the Manitoba Chambers of Commerce's third Deputy Ministers' Dinner. The June event, held shortly after the election of the Pallister government, gave members a chance to sit and talk with deputy and assistant deputy ministers and senior officials from across government departments

MINISTERS' DINNER 2016

On November 23, the MHCA is the premiere sponsor for the MCC's inaugural Dinner with the Ministers. The 'rotating table' format will see Premier Pallister, his ministers, deputies and other senior government members taking a turn, during the courses, at a number of tables. The MHCA will have spots at the head table, prominent display of its logo in materials and will deliver a message at the podium

On the national level, MHCA was central to the work by such groups as the Canadian Chamber of Commerce, to underscore for the Trudeau government the critical nature of smart, trade-enabling infrastructure investments. Manitoba's economy pivots on trade. We sit at the hub of trade routes in all four directions. President Chris Lorenc will speak more on the topic of the new Trade Team West proposal now catching the attention of western premiers. But I want to say that work such as this underpins how our industry prospers, why the general public knows that we help keep Canada progressing economically and socially.

In the city of Winnipeg, we were at the table early when it became clear the 'perfect storm' of economic pressures, slow tendering and a change in provincial government was turning the strategic investment, industry-wide, to ramp up capacity for roadbuilding into a real financial liability this year. City council listened. It voted to spend any surplus in the local and regional renewal budget for additional work this season. Further, up to \$8 million of 2017's budget can be added to additional road works this fall. We spoke; city hall responded. That's advocacy.

Finally, I want to thank MHCA members and COR companies for responding to our spring survey. We want to know where we're hitting a 10, and where we can do better. The satisfaction rating was high – higher than Obama's, we were told. But we also heard you want more – more training, more training outside Winnipeg, more and easier access, especially online, to WORKSAFELY™ resources. We are on it. You will hear, through our improved communications (another 'ask'), more about this through 2017.

This is the end of my 2-year term. I have learned a lot in my tenure. Your association is full of hard-working, smart and optimistic people. I want to thank all of our members for their ongoing support – nothing is possible without your commitment to the MHCA.

I also want to welcome my successor, Greg Orbanski from Tri-Line Construction Ltd., to the Chair and thank him for taking this responsibility.

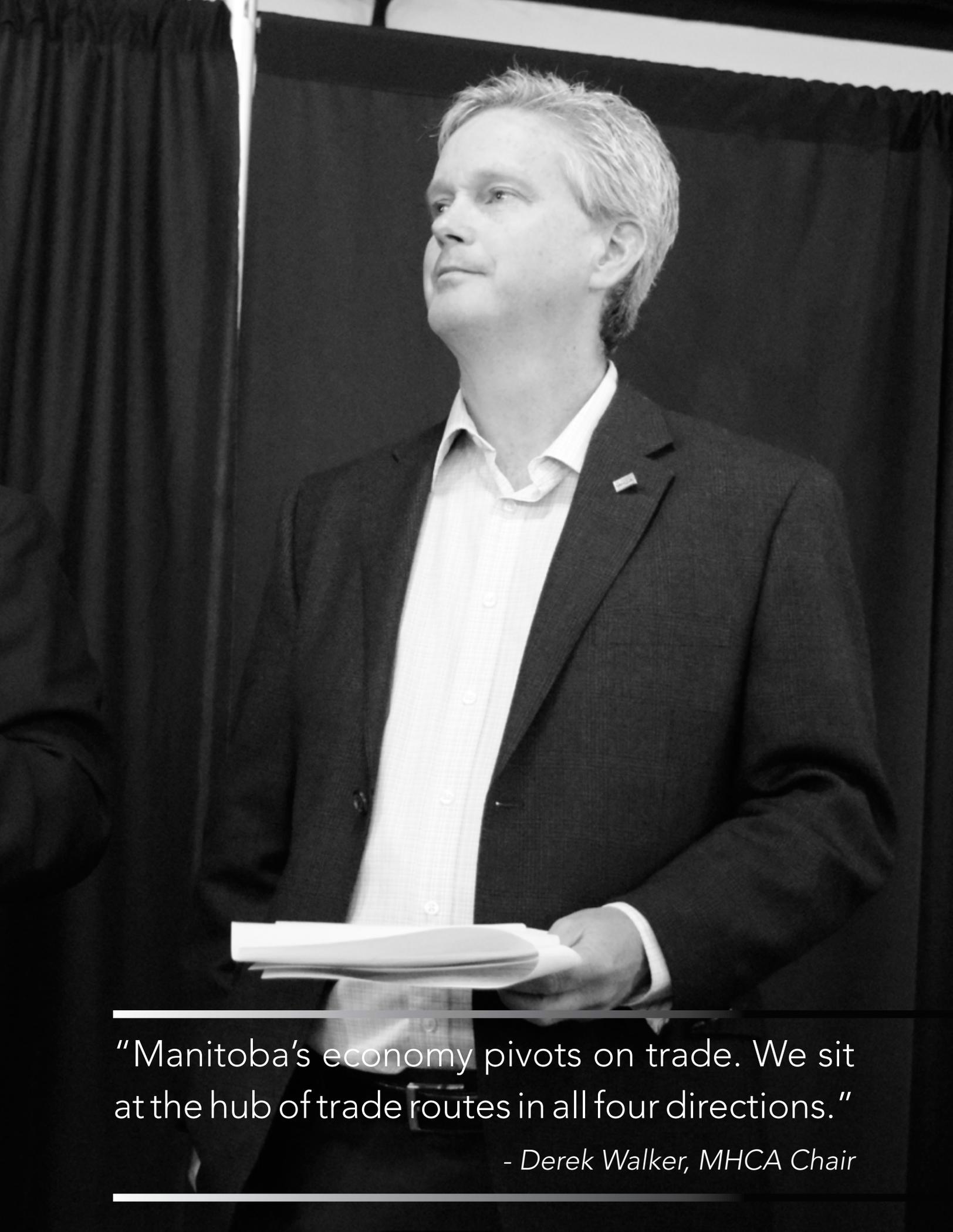
Like me, he will have fun, he will see success, and frustrations and challenges. But he and the MHCA are up to the tasks.

Thank you.



Derek Walker, P. Eng.

MHCA Chair



“Manitoba’s economy pivots on trade. We sit at the hub of trade routes in all four directions.”

- Derek Walker, MHCA Chair

2016 MHCA BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

MHCA BOARD CHAIR

Derek Walker, P.Eng., G.S.C.
Maple Leaf Construction Ltd. - Highways Division

MHCA PRESIDENT

Chris Lorenc, B.A., LL.B.

VICE CHAIR

Greg Orbanski
Tri-Line Construction Ltd.

MHCA SECRETARY/TREASURER

Nicole Chabot, G.S.C.
L. Chabot Enterprises Ltd.

MHCA IMMEDIATE PAST CHAIR

Henry Borger, M.Sc., MBA
Borland Construction Inc.

AT LARGE

Robert Reidy, P.Eng.
Taillieu Construction

Barry Arnason
Arnason Industries Ltd.

Jack Meseyton, G.S.C.
E.F. Moon Construction Ltd.

COMMITTEE CHAIRS

EXECUTIVE COMMITTEE

Derek Walker, P.Eng., G.S.C.
Maple Leaf Construction Ltd.-
Highways Division

EDUCATION, TRAINING & GOLD SEAL

Nicole Chabot, G.S.C.
L. Chabot Enterprises Ltd.

EQUIPMENT RENTAL RATES

Greg Orbanski
Tri-Line Construction Ltd.

AGGREGATE PRODUCERS

James Kaskiw
Lehigh Inland Group of
Companies

WINNIPEG

Henry Borger, M.Sc., MBA
Borland Construction Inc.

NORTHERN AFFAIRS

Pat Turner
E.T. Trucking

WORKSAFELY™

Peter Paulic
Smook Contractors Ltd.

EVENTS COMMITTEE

Michael Byrne
Aon Reed Stenhouse Inc.

MEMBERSHIP

Robert Reidy, P.Eng.,
Taillieu Construction Ltd.

HIGHWAYS

Jack Meseyton, G.S.C.
E.F. Moon Construction Ltd.

AT LARGE

Warren Sigfusson, G.S.C.
Sigfusson Northern Ltd.
*Member - Aggregate Producers
Committee*

Dennis Cruise, CET, G.S.C.
Bituminex Paving Ltd.
*Member - MHCA Winnipeg
Committee*

Greg McKee
SMS Equipment
*Member - Equipment Rental
Rates*

Ron Duncan
Tri-Core Projects Ltd.
*Member - Education, Training &
Gold Seal Committee*

Barry Arnason
Arnason Industries Ltd.
Member - Executive Committee



GIRDING FOR A BUSIER 2017

PRIORITIES AND GOALS

It's been a busy year. We got a lot done and we have moved important issues and items forward on the agendas of our city, provincial and federal governments. All of these items, although they may seem distantly connected to the grind of the streets where we do our business, are intimately connected to the future and prosperity of our industry.

So where should I start with 2017's priorities? Our No. 1 concern in advocacy, of course, is the economy -- positioning our municipalities, province and country for growth so that there is a bright future for us and for our sons and daughters, in this or other career fields.

The MHCA continues to promote the 7 Pillars to Growing the Economy adopted by the "Six Pack" of leading Manitoba business organizations prior to the spring election. Together, the pillars form a foundation for strong fiscal policy, municipally and provincially: fiscal competitiveness; venture capital; global trade; infrastructure investment; aboriginal engagement; skilled workforce; and a 'new fiscal deal' for municipalities.

Most recently, I set out those 7 Pillars in the MHCA's submission for the Pallister government's Budget 2017. Our submission emphasized the necessity of trade – the critical role it plays, supporting more than 60% of Canada's GDP and fully half of Manitoba's \$64-billion GDP. If trade in this country were hobbled, 3.3 million jobs would be on the line – the employment of 240,000 Manitobans imperiled. We cannot afford to take our eyes off this ball.

That is why the MHCA and the Western Canada Roadbuilders and Heavy Construction Association are leading the push for a new western trade initiative. Trade Team West (as we call it) would be led by the private sector, would engage governments across Western Canada to commit public/private effort and investment into strengthening our trade gateways, corridors, inland and seaside ports, air links and border crossings.

The Trudeau government has committed \$60 billion in the new Building Canada Fund over 10 years for 'nation-building' projects. This is the essence of wise, strategic investment in trade infrastructure. In that context, the WCR&HCA and MHCA have received good interest in TTW from all western provincial governments. I am meeting with government ministers across the West.

At the provincial and municipal levels, the MHCA is focused on meaningful investment in infrastructure – the City of Winnipeg's 2016 budget for local and regional street renewal hit a historic high of \$105 million. We are continuing to push for the provincial highways and municipal local and regional streets budgets to be set early: bids released by October each year; awards by the end of May.

We have redoubled efforts to convince all levels of government to adopt our 6 principles to organize infrastructure investment – a permanent budget program; focused on investment with the greatest economic return; embrace innovation; partner with the private sector; a dedicated revenue stream; annual, transparent reviews of program investment.

The MHCA is continuing to make strides on pressing provincial issues, including:

- Reprisal clauses -- our firm position is that they have no place in the rules for public work awards. The MHCA is alert to and opposes any and all reprisal clauses – nationally, provincially and municipally – which seek to disqualify contractors from bids if they are or have recently been involved in law suits arising from past contracts with that public entity. Such clauses, we assert, are a denial of the constitutional right to seek redress through legal action. There will be more on this as the year progresses.
- We have asked Manitoba Infrastructure for further work on its move to e-bidding and e-bonding, to ensure the process is wrinkle-free, and rolled out with sufficient time for training.
- We now are working with provincial and municipal offices to set out a better way to secure access to aggregate resources and resolve disputes; similarly, the MHCA is working with all involved parties to resolve the issues to timely response and assistance with locates.

Finally, to you, our members: The MHCA takes to heart the good responses you returned in our spring survey of members and COR companies. We are using our Heavy News Weekly to reach out to members, to give them timely information on availability of training workshops and to seek suggestions on where to further refine those programs.

I want to thank, now, the MHCA board for its dogged effort on behalf of members, the industry we represent, and its application of a principled approach in working in the interest of our industry.

And to our outgoing Chair, Derek Walker: It has been my privilege to work closely with you over the last 2 years. You are a dedicated colleague and natural leader. I welcome our new Chair Greg Orbanski. I look forward to the next two years with Greg at the helm.



Chris Lorenc, B.A., LL.B.
President, MHCA

“Our No. 1 concern in advocacy, of course, is the economy -- positioning our city, province and country for growth so that there is a bright future for us and for our sons and daughters, in this or other career fields.”

- Chris Lorenc, MHCA President



ADVOCACY WORKS

The MHCA has an earned reputation for presence, profile and impact associated with its advocacy work. The below highlights some of the MHCA advocacy work in 2016.

PRESENCE

The MHCA promoted managing public infrastructure programs guided by the **6 Organizing Principles** -- a **permanent program**; primary focus should be **to grow the economy; embrace innovation** in every aspect; harness **partnerships with the private sector**; funded by **dedicated revenue streams**; subject to **annual transparent reviews** -- in all its public awareness campaigns, advocacy to governments and initiatives locally and nationally.

As part of the Manitoba Employer's Council, MHCA saw the **release of the Prosperity Report** showing that Manitoba lags on key economic indicators, and revealing why 'Growing the Economy' is central to our competitiveness.

MHCA sponsored this spring's **Dinner with the Deputies**, shortly after the election of the Pallister government. It is the presenting partner, with the MCC, of the **Minister's Dinner November 23**, where Premier Pallister and his cabinet will dine with attendees. Both events are prime opportunities to showcase MHCA's message, and **put MHCA at the head table** with the Premier, Ministers and his Deputy Ministers.

Similarly, MHCA sponsored a Winnipeg Chamber **'Budget over Breakfast'** meeting with Natural Resources Minister Jim Carr, where President Lorenc shared with the audience MHCA's views on infrastructure investment.



PROFILE

The MHCA put infrastructure investment in the media spotlight in 2016. The MHCA:

- ran **radio ads during the spring election campaign**, encouraging the electorate to vote for a leader committed to invest in infrastructure.
- MHCA President taped a segment for the **WCC 'Manitoba BOLD' campaign** during the election, and was a panelist in a business leaders' discussion hosted by the MCC to promote 'Growing the Economy'.
- The **6-week SAFE Roads campaign** kicked off in Winnipeg and Brandon in May with speakers including the two mayors and senior provincial officials. Media coverage was good in both markets.
- MHCA has published **two supplements in the Free Press** (each reaching 150,000 readers) focusing investment in trade and infrastructure to grow the economy, and promoting the value of the MHCA WORKSAFELY™ Program
- MHCA President gave **numerous radio, print and TV interviews**, about industry interests and public policy affecting the industry
- **Six editorials appeared** under the MHCA president's signature in the Free Press; a number of articles were published across Canada



IMPACT

The MHCA launched and led efforts to promote trade-enabling infrastructure investment in Manitoba and Canada, including, most recently, the proposal for a **Trade Team West**, a private sector-led initiative that, with governments across Western Canada, would strategically enhance investment in trade-enabling infrastructure to grow the region's trade-dependent economy.

Nationally, its long efforts for an **infrastructure bank and for a long-term investment plan for nation-building infrastructure projects** have been reflected in the Trudeau government's agenda, most recently affirmed in its November 2016 fiscal update which will see some **\$180 billion invested in infrastructure** over the next decade.

Provincially, the MHCA was at the forefront of public discussion in the spring election. It helped initiate the formation of the Six Pack, a coalition of 6 leading business groups that promoted **7 Pillars to 'Grow the Economy'** as Job #1 and it hosted the **3 party leaders at breakfasts** to respond to that message.

In May, the MHCA **met with Premier Pallister and Infrastructure Minister Pedersen**, and then submitted recommendations to improve infrastructure program management, including an annual and 5-year infrastructure program, guided by MHCA's 6 Organizing Principles, and continued improvement of tender practices.

Minister Pedersen, in response, advised the **government is reviewing its position on annual and 5-year programming**, noting that the 6 organizing principles mirror much of his government's approach. **Tender schedules** will be released by early November.

MI responded constructively to MHCA's concerns about draft revisions to its tender rules in its move to electronic bidding and bonding. **MI committed to remove 'reprisal clause' language** and agreed to further discussions with MHCA before finalizing the rules.

This fall, the Pallister government **invited MHCA to submit recommendations to the Budget 2017** consultations. MHCA reiterated its desire to see investment focus on growing the economy, to enable trade and to use the 6 organizing principles to guide infrastructure investment.

The MHCA also met with the provincial government to **clarify the regulation of pits and quarries**. MHCA continues to work with MI and Mines, Minerals & Resources **to reduce delays to issuing quarry leases and permits**.

The MHCA initiated two task forces:

- RM of Springfield task force will develop and new Quarry Operations By-Law to **replace By-Law #73-22**, draft a new Development agreement and advance the Community Enhancement Levy to reinvest funds back into local infrastructure.
- Locates Working Group was formed after a stakeholder meeting in June 2016 to **discuss Call Before You Dig and Utility Locates**. It will address concerns about timely, consistent service.

In Winnipeg, although the 2016 **local and regional street renewal budget hit a historic \$105 million**, the MHCA met this spring with city council to **express concern about the slow start to the 2016 street program**.

City council approved adding **additional work to the 2016 season from any surplus** in that renewal budget, and to advance **\$8 million in street work from 2017** local and regional renewal budget.

MHCA President added his voice to the wide concern about the new **development fees**, including writing an op-ed in the September Free Press and speaking to a number of councilors.

Discussions are underway for improving the city's **budget approval and procurement process**.



CANADIAN CONSTRUCTION ASSOCIATION REPORT ON 2016 PRIORITIES

INFRASTRUCTURE

Budget 2016, Infrastructure Funding and New Infrastructure Agreements

In Budget 2016, the federal government announced Phase I of its new 10-year, \$60-billion infrastructure plan. As part of Phase I, the government is making \$11.9 billion available over the next 3 - 5 years. The new funds are primarily focused on rehabilitation and maintenance. Phase II, which should be announced within two years, will be focused on larger, long-term new construction projects of national and regional significance.

As the federal government increased its maximum contribution for municipal projects from one-third to half of the eligible costs, new framework agreements with the provinces were required. These agreements have now been finalized and project approvals have commenced.

EXISTING BUILDING CANADA FUNDS – PROVINCIAL-TERRITORIAL INFRASTRUCTURE COMPONENT

According to Infrastructure Canada, most provinces and territories utilized their FY14-15 Provincial-Territorial Infrastructure Component (PTIC) allotments. Even though provinces and territories have until April 1, 2018, to submit their entire list of PTIC projects, Minister Sohi has indicated he would like to fast-track the approval process and is urging provinces and territories to finalize their lists as soon as possible. Once these projects are approved, the government will make the list public to increase transparency. Funding for the projects will be sequenced over the life of the program.

TEMPORARY FOREIGN WORKER PROGRAM REVIEW

CCA held meetings with the Ministers of Immigration, Refugees and Citizenship and Employment, Workforce and Labour to press for the adoption of the Commons Standing Committee's recommendations for changes to the Temporary Foreign Worker Program

These reforms include:

- increasing the speed and efficiency in processing Labour Market Impact Assessment Applications (LMIA), a required first step for the employment of TFWs.
- Re-establishing the trusted employer program, thereby permitting certified employers to bypass the requirement for an LMIA.
- Improve the ability of TFWs to transition to permanent residents.
- Improve the collection of Labour Market Information.
- Increase the flexibility of the program to permit TFWs to work in broader geographic areas than currently permissible.

Changes to the program are expected later this fall.

APPRENTICESHIP REQUIREMENTS FOR FEDERAL CONSTRUCTION PROJECTS

CCA continues to work with the new government to discourage the adoption of apprenticeship promotion measures being attached to federal construction projects and projects supported by federal funding.

While the overall goal is laudable, the implementation would be fraught with administrative hurdles and would be seen by many provinces and municipalities as an unwarranted intrusion into their tendering practices.

CCA continues to promote with Minister Mihychuk and her officials that apprenticeship promotion measures be left to provinces and municipal governments. A decision is expected later this fall.

COMMUNITY BENEFITS REQUIREMENTS FOR FEDERAL CONSTRUCTION PROJECTS

As a trial balloon, the government has introduced a private member's bill, Bill C-227, that if adopted would require the Minister of Public Works and Government Services to consult with local governments to develop a series of community benefit requirements to be included in federal construction contracts. These benefits could include local training and hiring requirements, procurement from local suppliers or the construction of additional projects of interest to the community.

While these requirements would be made clear as part of the tender documents, it is unclear if additional funding would be allotted to cover the associated contractor costs.

CCA will be appearing before the Commons Standing Committee on Transport, Communities and Infrastructure on the bill, to share its view and express members' concerns regarding social procurement in line with the policy statement – opposing the use of procurement of construction services to advance unrelated community benefits where they might jeopardize the integrity of the competitive bid system – adopted in Fort McMurray.

PROMPT PAYMENT

CCA established a taskforce with the Department of Public Services and Procurement to explore ways the federal government can improve payment terms. The taskforce is still scoping out the problem and possible solutions and is not expected to complete its work before year-end.

ENVIRONMENTAL ASSESSMENT POLICY

The federal government has undertaken an extensive review of current environmental assessment policy with a view to restoring protections in existence prior to the 2012 changes to the Canadian Environmental Assessment Act (CEAA), the National Energy Board, the Fisheries Act and the Navigation Protection Act. CCA has been provided a seat on the Multi-Interest Advisory Committee (MIAC) created to provide members of the expert panel established in June 2016 to review the CEAA. CCA will also be appearing before the expert panel in Calgary on November 23, to argue against wholesale changes to the 2012 reforms.

Specifically, CCA opposes the reintroduction of federal decision making as triggers for environmental assessments. The current Designated Project regulations provide more than adequate review scope while not unnecessarily delaying the approval of permits under other pieces of legislation that have little or nothing to do with environmental protection. In addition to the CEAA, CCA will also be appearing before the House of Commons Fisheries and Oceans Committee, which has undertaken a review of the Fisheries Act to argue for retaining most of the changes made in 2012 to streamline the approvals process for Fisheries permits.

In October, CCA appeared before the House of Commons Standing Committee on Transport, Infrastructure and Communities to make a similar appeal to retain the 2012 changes made to the Navigation Protection Act.

All three reviews, plus the review of the National Energy Board, are expected to be concluded before the end of the year, with any amendments to these acts expected to be tabled as early as late February or early March.



CONTINUOUS PURSUIT OF SAFETY EXCELLENCE

WORKSAFELY™ Priorities and Goals

It's been a year of challenges for the heavy construction industry, but our companies have not stepped back from their commitment to safety excellence. The industry continues to invest in safety training and injury prevention, and in the development of its workforce. The result is fewer worker injuries, a sustainable low overall injury rate, reduced compensation costs and a skilled workforce.

The key priority for the WORKSAFELY™, Education and Training Program is to continue to improve the tools, resources and training for our companies to build on these results. What does success look like? What is the return on investment?

Injuries and compensation rates paid by industry are both falling noticeably. (See page 19)

Safety Excellence and COR™ Certification - COR™ is the nationally recognized safety standard for the construction sector. We welcomed 32 new COR™ companies in 2016, bringing the total to 359. Another 60 companies are working on COR™ certification. This means that 3 of every 4 heavy construction workers in our industry are employed by COR™ certified companies.

Recognition of COR™ – Our industry's commitment to safety is paying off in other ways. The WCB, through SAFE Work Manitoba, is replicating our model in developing its own version of COR™ – SAFE Work Certified – to be used in other industries. As the saying goes, "imitation is the greatest form of flattery"! Our COR™ certified companies will qualify for SAFE Work Certified benefits, including an enhanced WCB prevention-incentive rebate.

The Province of Manitoba also recognizes the value of COR™, requiring COR™ certification as a condition for bidding on all jobs of \$100,000 or greater. Our message to government is that COR™ be a requirement on all public works contracts.

Innovation – The industry is embracing e-COR™, the customized digital application for the management of COR™ program administration -- 60 companies have implemented e-COR™.

Education and Training – WORKSAFELY™ provides training courses in support of COR™, Gold Seal Certification and the National Construction Safety Officer designation, as well as in leadership development and human-resource skills. Our staff is increasingly taking these courses out of MHCA offices, to our companies' work sites and into rural, northern and First Nations communities. In 2016, WORKSAFELY™ more than doubled the number of courses delivered in locations across the province. The number of people trained – more than 2,000 now – rose by 20%. We saw more than 400 people attend 40 courses at the 2016 MHCA Expo in April.

The industry asked for specialized workforce development. MHCA and WORKSAFELY™ joined with the Manitoba Institute of Technology and Trades, the Manitoba Construction Sector Council and our industry to deliver this year the first Heavy Equipment Operator Certificate program. The first 16-student class took 8 weeks of in-class and simulator training, followed by assessment after 160 hours of in-seat operator experience. We now are refining the program to reflect student and industry feedback.

WORKSAFELY™ Team -- We have built a dedicated and skilled team of advisors and support staff at MHCA. We invest in development of their skills, their knowledge of safety and health legislation and of emerging 'best practices.'

We are intent on improving how we provide services to the industry, including:

- *Communicating with Clients* – Update to the MHCA WORKSAFELY™ website will improve access to information, training and resources, provide online payment options and improved communication with members and WORKSAFELY™ clients. A new WORKSAFELY™ e-newsletter will target safety coordinators, supervisors and managers.
- *Supporting COR™* – Our new electronic audit tool will provide options to simplify the administration of the COR™ program. We are developing mobile device-friendly safety tools, training tips and resources to help managers and supervisors in the training and implementation of effective hazard control measures
- *Enhancing the Benefits of COR™* – We will work with SAFE Work Manitoba to ensure the alignment of the COR™ program with SAFE Work Manitoba Certification so our companies benefit from the lower compensation rates conferred by the latter.
- *Safety Training* – We are updating teaching materials and adding tools and resources, including e-learning, to better support classroom instruction. We are further investing in our WORKSAFELY™ instructors to enhance their skills.
- *Workforce Training* – We are now tailoring our first HEOC program to the needs of entry-level and experienced operators, and will work with partners to develop training for entry-level and skilled labourers.
- *COR™ Reciprocity* - We are working with other provinces to ensure mutual recognition of our COR™ programs, to eliminate the need for re-certification when contractors work across borders.
- *Responding to Member Feedback* – We will provide more training, more training sessions around Manitoba, more focus on small contractors, more contact with our WORKSAFELY™ staff, and improved communication through our website and e-newsletters.

I thank the MHCA Board for its continued support of WORKSAFELY™ Education and Training. Our team at MHCA is dedicated to the continuous improvement of services to companies in the industry so they may achieve safety excellence.



Don Hurst

Director, WORKSAFELY™

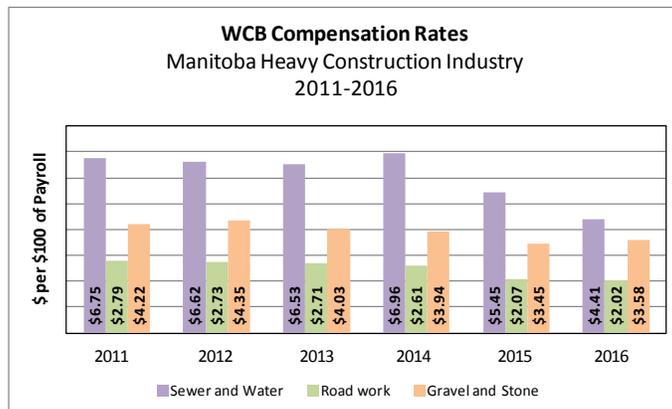
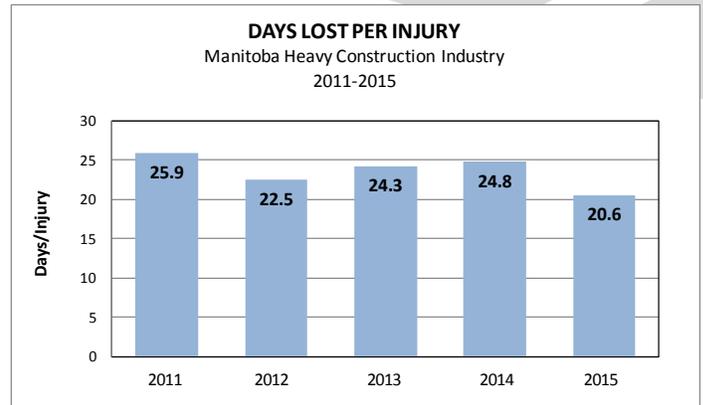
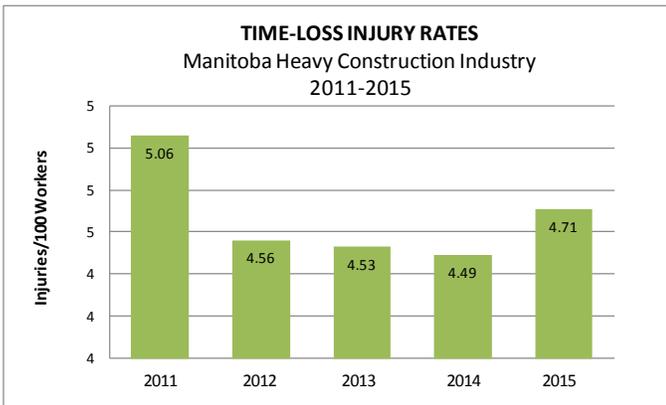
Education & Training

“Injuries and compensation rates paid by industry are both falling noticeably”

- Don Hurst, Director WORKSAFELY™



KEY INDUSTRY NUMBERS



- The heavy construction industry continues to achieve sustainable reductions in its injury rate
- Days lost per injury, a proxy for injury severity, have fallen by 20%
- Investments in safety have contributed to significant reductions in WCB compensation rates paid by the industry



2016 NEW COR™ COMPANIES

AAE Tech Services Inc.	Harel Sand & Gravel Ltd.	Pfund Trucking
All Star Concrete (2011) Ltd.	Hoes N' More Rentals Ltd.	Pigeon River Contractors
Antigo Construction Inc.	Iron North Limited Partnership	RCB Manitoba Ltd.
C&C Rentals Ltd.	Ken Stephanow Trucking	RM of Minto-Odanah
D.B.A. All Season Home Maintenance	Kissemattawa Echoing Construction Ltd.	Rob's Bobcat Service
Denare Beach Mechanical Ltd.	M.A. Iron Works Inc.	Rock Country Gravel
Dig-Mor Construction Ltd.	Miishpaawitit Inc.	St. Theresa Point Road Construction Corp.
Elite Redi Mix Ltd.	Noble Electric Ltd.	Superb Construction Group Ltd.
General Aggregate Equipment Sales	North American Rail Products Inc.	Towle Construction Ltd.
Hamiota Municipality	North Main Trucking Ltd.	Voltage Power Ltd.
	Park-Line Solutions Ltd.	Water X Industries

EVENTS

2015/2016



2015 AWARDS

BREAKFAST AND GALA

Nov. 20 & 21, 2015

RBC Convention Centre

Annual Manitoba Infrastructure

Awards went to: **Smook**

Contractors Ltd. (Grading);

Nelson River Construction
(Paving); **Borland Construction**

Inc. (Special Projects); **M.D.**

Steele Construction Ltd.

(Major Structures). **Michelle**

Handson Hiebert received her
Gold Seal Certificate. **Calvin**

Edie (Edie Construction) and

Mickey Stanley (Toromont

CAT) retired after 22 years of

service. **Greg McKee** (SMS
Equipment) and **Dennis**

Cruise (Bituminex Paving Ltd.)

joined the Board of Directors.

Free Press columnist Dan Lett
gave Keynote; Greetings came
from Minister Ashton.

700 people attended our
Gala, held on the Saturday,
generously supported by our
sponsors.



HEAVY SANTA

Dec. 3, 2015

David Livingstone School

Fundraising at the 2015 curling

bonspiel and the Spring Mixer

bought lunch and treats for

146 students. Two mini iPads

were donated to assist with

developmental learning, at

the school's request.



CURLING BONSPIEL

Jan. 21, 2016

The Heather Curling Club

29 teams played in the

bonspiel which operated on

a points system, rather than

a progressive-elimination

format, at the Heather

Curling Club. **Nelson River**

Construction won the 'A'

Event, **Bituminex Paving**

Ltd. took the 'B' event and

'C' event went to **Maple Leaf**

Construction - Highways

Division.



BREAKFAST WITH THE LEADERS

Jan. 19, 28 & Feb. 23, 2016

Holiday Inn Winnipeg Airport Polo Park

Held prior to the provincial election, this series, co-hosted with the Manitoba Home Builders Association, was well attended by members of the heavy construction industry, including 70 people at the breakfast with Progressive Conservative Leader, now Premier, Brian Pallister.



SPRING MIXER

June 1, 2016

Assiniboia Downs

This was another successful year for the annual Spring Mixer. Over 430 members enjoyed food and drink, and networking. Our guests included politicians and key industry stakeholders.



EXPO SOUTH

April 5 & 6, 2016

Victoria Inn and Conference Centre, Winnipeg

436 students attended the 2-day event (reduced from 2015's 3 days), which held 40 sessions with 23 exhibitors. Expo North was not held this year, responding to employers' preferences for specialized training on-site or in their communities, at more convenient times.

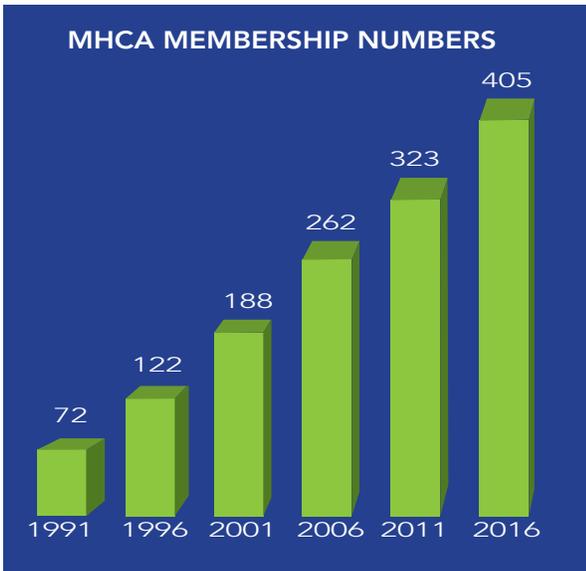


ANNUAL GOLF CLASSIC

Aug. 10, 2016

Elmhurst & Pine Ridge Golf Courses

76 teams took part in the annual tournament. This year's 11 am shotgun start was a hit; the dinner and prize handouts finished at a record time, at 6:30 pm. **Bituminex Paving** placed 1st under par; **ISCO Canada** placed 2nd.



2016 NEW MHCA MEMBERS

- | | | |
|---|--|---|
| AAA Security | Eddie's Gravel Supply Ltd | National Bank of Canada |
| Aerotech Herman Nelson International Inc. | EJR Reload Inc. | Outdoor Oasis Landscaping and Design Ltd. |
| Agcon Equipment | Fleetmatics | Pembina Landscaping & Irrigation Ltd |
| AQ Group Solutions | Gange Collins Holloway | Playgreen Development Corporation |
| Birchwood Automotive Group | Haley's Lake Advisory Group | Randy Harder Backhoe Service |
| Canada North Camps | Ker-Wal Industries Inc. | River East Construction |
| ChangeMakers | Lecol Inc. | S. Wilson Construction Ltd. |
| Cochrane Stock Farms | Little River Earthmoving | Supply Post |
| Corix Water Products | Livingstone Landscaping Ltd. | Tetra Tech WEI Inc. |
| D3 Excavating Ltd. | M. Zetterstrom Contracting | Vickar Community Chevrolet |
| Dennis Bear Enterprises | Marathon Drilling Co. Ltd. | Wolverine Construction Inc. |
| Desjardins Financial Security | Miller Paving Limited | |
| Ebb and Flow Construction LP | Morgan Construction & Environmental Ltd. | |

2015 BURSARIES

MHCA awards two bursaries to Red River College students training for careers in the heavy construction industry



MHCA Construction Management Award

2015 – Jeremy Sedo

Established in 2011, the \$1,500 bursary is awarded to a full-time student entering the Construction Management Degree Program, having achieved a minimum 70% average in Grade 12 English and Mathematics, with one more course (highest grade). Selection is based on financial need, the student's statement on why he/she has chosen Construction Management, and an optional letter of reference.



MHCA Cornerstone Award

2015 – Zach Zimmerman

Established in 2010, the MHCA Cornerstone bursary recognizes its past Board Chairs who, since 1945, have laid the cornerstone foundations upon which the MHCA has been built. The \$1,500 bursary is awarded to a full-time student in any year of the Construction Management Degree Program. Selection is based on a letter of recommendation from a person(s) (teacher, character reference, guidance counsellor, employer) who can speak to the applicant's initiative, energy, enthusiasm and perseverance to succeed and passion to make a difference.



PRUDENT TRANSPARENT ACCOUNTABLE

MESSAGE FROM THE TREASURER

I am pleased to submit the MHCA Treasurer's report for the year ended June 30, 2016. The Board is focused on moving all budget areas to break even over time.

The financial statements for the year, reported on by MHCA auditor, Charles Weppler, C.A. in September, were adopted by the Board of Directors on Sept. 14, 2016.

MHCA Financial Statements – Year ended June 30, 2016

MHCA assets have been increased by \$27,883.

MHCA continues to support the Manitoba Heavy Construction Training Academy Inc. (WORKFORCE™) with a \$50,000 interest-free loan.

Liabilities, including accounts payables and deferred revenues, were decreased by \$17,580.

The MHCA was able to post net revenues of \$18,470. Largely, this was due to the elimination of EXPO North, and the use of a marketing and communications firm, which reduced staff time, while the MHCA reviewed its marketing and communications needs.

The MHCA Board, by policy, attempts to maintain cash reserves of \$290,000 in alignment with the MHCA auditor's recommendation. The MHCA Board has reserved the amount of \$247,323 for industry education and training. In 2016, it was used to provide \$5,300 for the development of the HEOC program and to underwrite EXPO North losses of \$18,509. The Board continually reviews the reserve amount as a matter of fiscal prudence.

MHCA Schedule of SAFE Roads Campaign Revenues and Expenses – Year ended June 30, 2016

The MHCA works with public- and private-sector stakeholders on the SAFE Roads public awareness media campaign. MHCA holds and administers in trust a fund of \$20,910 for the SAFE Roads Committee. The fund is reviewed by Wepler Chartered Accountants Inc.

TRIP/CANADA – Manitoba Chapter – Year ended June 30, 2016

The MHCA makes an annual commitment of \$6,250 to the Canadian Construction Association, for the work of the Civil Infrastructure Council on behalf of the industry.

The MHCA Board levies a small, voluntary surcharge on all members invoiced since November, 2001, to build a reserve for promoting infrastructure renewal. The reserve has funded media promotion, sponsorships and strategic partnership initiatives. At June 30, 2016, the reserve fund stood at \$169,492.



Nicole Chabot G.S.C.
MHCA Secretary/Treasurer

The following pages contain an abridged report of the MHCA's financial documents. For a full version, go online at <http://www.mhca.mb.ca/publications/annual-report/>

**MANITOBA HEAVY CONSTRUCTION
ASSOCIATION INC.**

Financial Statements

Year Ended June 30, 2016

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.
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Year Ended June 30, 2016

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Statement of Cash Flow	5
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INDEPENDENT AUDITOR'S REPORT

To the Directors of Manitoba Heavy Construction Association Inc.

We have audited the accompanying financial statements of Manitoba Heavy Construction Association Inc., which comprise the statement of financial position as at June 30, 2016 and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Manitoba Heavy Construction Association Inc. as at June 30, 2016 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Winnipeg, Manitoba
September 20, 2016



CHARTERED ACCOUNTANTS

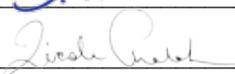
MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Statement of Financial Position

June 30, 2016

	2016	2015
ASSETS		
CURRENT		
Cash	\$ 316,577	\$ 331,888
Accounts receivable (Note 3)	118,286	58,911
Prepaid expenses	38,875	55,056
	<u>473,738</u>	445,855
INVESTMENTS (Note 4)	713,285	711,836
PROPERTY AND EQUIPMENT (Note 5)	185,109	213,551
ADVANCE TO MANITOBA HEAVY CONSTRUCTION TRAINING ACADEMY INC. (Note 8)	50,000	50,000
	<u>\$ 1,422,132</u>	<u>\$ 1,421,242</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable (Note 6)	\$ 60,078	\$ 59,404
Government remittances payable	-	2,628
Deferred income (Note 7)	204,970	220,596
	<u>265,048</u>	282,628
NET ASSETS		
General fund	434,652	396,890
Property and equipment	185,109	213,551
Restricted funds (Note 9)	537,323	528,173
	<u>1,157,084</u>	1,138,614
	<u>\$ 1,422,132</u>	<u>\$ 1,421,242</u>

ON BEHALF OF THE BOARD


 _____ Director

 _____ Director

See notes to financial statements

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Statement of Changes in Net Assets

Year Ended June 30, 2016

	General Fund	Property and Equipment	Restricted Funds	2016	2015
NET ASSETS - BEGINNING OF YEAR	\$ 396,890	\$ 213,551	\$ 528,173	\$ 1,138,614	\$ 1,093,325
Excess of revenues over expenses	58,389	(39,919)	-	18,470	45,289
Purchase of property and equipment	(11,477)	11,477	-	-	-
Internal transfer	(9,150)	-	9,150	-	-
NET ASSETS - END OF YEAR	\$ 434,652	\$ 185,109	\$ 537,323	\$ 1,157,084	\$ 1,138,614

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Statement of Revenues and Expenditures

Year Ended June 30, 2016

	2016	2015
REVENUES		
Membership fees	\$ 551,774	\$ 546,371
EXPO convention revenue <i>(Note 12)</i>	176,797	360,086
Fundraising - net <i>(Note 10)</i>	125,110	130,756
Publications - net <i>(Notes 11, 12)</i>	99,035	112,064
SAFE Roads campaign donations	91,735	90,716
Training revenue	70,680	-
Curriculum and instructional material <i>(Note 12)</i>	10,000	-
Interest income	1,381	2,020
Miscellaneous	-	300
	<u>1,126,512</u>	<u>1,242,313</u>
EXPENSES		
Salaries and wages	539,662	548,872
EXPO convention expenses	162,347	312,123
Occupancy	131,824	126,687
SAFE Roads campaign expenses	91,735	90,716
Training expenses	75,980	-
Office	74,621	77,751
Dues and memberships	64,126	63,353
Advertising and promotion	57,005	40,009
Meetings and seminars	47,684	50,021
Amortization	39,919	41,402
Conventions and travel	37,968	50,075
Professional fees	14,946	10,922
Miscellaneous	13,131	14,364
Communications	12,523	20,568
Vehicle	6,030	5,944
Bad debts (recovery)	(1,302)	6,105
	<u>1,368,199</u>	<u>1,458,912</u>
DEFICIENCY OF REVENUES OVER EXPENSES FROM OPERATIONS	(241,687)	(216,599)
OTHER INCOME		
Administrative recoveries <i>(Note 12)</i>	260,157	261,888
EXCESS OF REVENUES OVER EXPENSES	\$ 18,470	\$ 45,289

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Statement of Cash Flow
Year Ended June 30, 2016

	2016	2015
OPERATING ACTIVITIES		
Cash receipts from customers	\$ 1,524,003	\$ 1,807,521
Cash paid to suppliers and employees	(1,520,951)	(1,748,227)
Interest received	1,381	2,020
Interest paid	(6,816)	(7,539)
	<hr/>	<hr/>
Cash flow from (used by) operating activities	(2,383)	53,775
INVESTING ACTIVITIES		
Purchase of property and equipment	(11,479)	(17,223)
Investments redeemed (purchased) - net	(1,449)	(143,683)
	<hr/>	<hr/>
Cash flow used by investing activities	(12,928)	(160,906)
DECREASE IN CASH FLOW		
	(15,311)	(107,131)
Cash - beginning of year	331,888	439,019
	<hr/>	<hr/>
CASH - END OF YEAR	\$ 316,577	\$ 331,888

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Notes to Financial Statements

Year Ended June 30, 2016

1. ORGANIZATION

The Association is incorporated as a non-profit organization without share capital for the purposes of fostering relations among members, agencies, groups and other associations involved in the construction industry, improving and extending standards and practices within the industry and generally promoting and facilitating the development of the industry as a whole in Manitoba.

The Association has initiated the following independent programs:

- (a) WORKSAFELY (formerly Manitoba Heavy Construction Safety Program)
- (b) TRIP Canada - Manitoba Chapter

The financial information of these programs is not included in the Association's financial statements as separate financial statements are prepared for each of these programs.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Property and equipment

Property and equipment are stated at cost less accumulated amortization. Property and equipment are amortized over their estimated useful lives at the following annual rates and methods:

Computer equipment	30%	declining balance method
Office equipment	20%	declining balance method
Leasehold improvements	10 years	straight-line method

Deferred income

The Association follows the deferral method in accounting for revenues and restricted contributions. Funds received in the year which pertain to regularly occurring events or programs to be held in a subsequent year or to memberships extending into the subsequent year are recorded as deferred income in the current year and recorded as revenue at the time the event or program is held or the memberships expire. Funds received for specified purposes are deferred and recognized as revenue in the same period as the related expenses are incurred.

Income taxes

The Association is a non-profit organization and, as such, is exempt from income taxes under Section 149 of the Income Tax Act.

Revenue recognition

The Association recognizes membership revenue over the term of the memberships which are annual memberships extending from November 1 to October 31. Publication revenue is recognized upon sale and invoicing of advertising or sale of the publication. Fundraising and convention revenues are recognized upon completion of the events.

(continues)

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Notes to Financial Statements

Year Ended June 30, 2016

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

3. ACCOUNTS RECEIVABLE

	<u>2016</u>	<u>2015</u>
Accounts receivable	\$ 127,323	\$ 69,310
Allowance for doubtful accounts	(9,037)	(10,399)
	<u>\$ 118,286</u>	<u>\$ 58,911</u>

The accounts receivable include an amount due from WORKSAFELY (an independent program initiated by Manitoba Heavy Construction Association Inc.) of \$30,212 (2015 - \$29,761).

4. INVESTMENTS

Investments are comprised of money market funds carried at amortized cost which equals fair market value.

5. PROPERTY AND EQUIPMENT

	<u>2016</u>		<u>2015</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Cost</u>	<u>Accumulated amortization</u>
Computer equipment	\$ 128,381	\$ 108,758	\$ 120,323	\$ 102,074
Office equipment	185,301	150,207	181,881	141,861
Leasehold improvements	248,898	118,506	248,898	93,616
	<u>\$ 562,580</u>	<u>\$ 377,471</u>	<u>\$ 551,102</u>	<u>\$ 337,551</u>
Net book value	<u>\$ 185,109</u>		<u>\$ 213,551</u>	

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Notes to Financial Statements

Year Ended June 30, 2016

6. ACCOUNTS PAYABLE

The accounts payable include an amount due to WORKSAFELY (an independent program initiated by Manitoba Heavy Construction Association Inc.) of \$23,988 (2015 - \$18,725).

7. DEFERRED INCOME

	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 220,596	\$ 226,516
Deferred income recognized during the year		
- Fundraising	(2,245)	-
- SAFE Roads campaign	(11,668)	(621)
- Memberships	(180,293)	(169,836)
- EXPO convention sponsorship	-	(16,000)
	<u>26,390</u>	40,059
Income deferred during the year		
- Fundraising	-	244
- Memberships	178,580	180,293
	<u>178,580</u>	180,293
Balance, end of year	<u>\$ 204,970</u>	<u>\$ 220,596</u>

8. ADVANCE TO MANITOBA HEAVY CONSTRUCTION TRAINING ACADEMY INC.

The advance to Manitoba Heavy Construction Training Academy Inc. (a not-for-profit corporation under a common Board of Directors) is non-interest bearing and has no set repayment terms.

9. RESTRICTED FUNDS

The contingency fund is internally restricted by the Board of Directors. This fund is reserved to meet ongoing operating expenses in the event the organization should have to rebuild or restructure.

The education and training fund is internally restricted by the Board of Directors. This fund is reserved to support education and training initiatives at the discretion of the Board.

	<u>2016</u>	<u>2015</u>
Contingency Fund	\$ 290,000	\$ 290,000
Education and Training Fund	247,323	238,173
	<u>\$ 537,323</u>	<u>\$ 528,173</u>

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Notes to Financial Statements

Year Ended June 30, 2016

10. FUNDRAISING

	Revenues	Expenses	<i>Net</i> 2016	<i>Net</i> 2015
Golf tournament	\$ 116,480	\$ 64,850	\$ 51,630	\$ 49,505
Chairman's Gala	167,627	113,853	53,774	59,733
Spring mixer	44,264	28,702	15,562	17,563
Curling bonspiel	11,158	7,014	4,144	3,955
	<u>\$ 339,529</u>	<u>\$ 214,419</u>	<u>\$ 125,110</u>	<u>\$ 130,756</u>

11. PUBLICATIONS

	Revenues	Expenses	<i>Net</i> 2016	<i>Net</i> 2015
Annual magazine	\$ 39,857	\$ 148	\$ 39,709	\$ 48,530
Annual directory	37,666	100	37,566	46,364
Newsletter production	22,110	-	22,110	19,280
Miscellaneous publishing	-	350	(350)	(2,110)
	<u>\$ 99,633</u>	<u>\$ 598</u>	<u>\$ 99,035</u>	<u>\$ 112,064</u>

12. RELATED PARTY TRANSACTIONS

During the year, the Association received administrative recoveries of \$229,763 (2015- \$243,527), publishing revenue of \$43,470 (2015 - \$47,480) and EXPO Convention sponsorship revenue of \$nil (2015 - \$30,000) from WORKSAFELY (an independent program initiated by Manitoba Heavy Construction Association Inc.).

During the year, the Association received proceeds from the sale of curriculum and instructional material of \$10,000 (2015 - \$nil) from Manitoba Heavy Construction Training Academy Inc. (a not-for-profit corporation under a common Board of Directors)

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

13. LEASE COMMITMENTS

The company has a long term lease with respect to its premises. Future minimum lease payments are as follows:

2017	\$ 49,201
2018	49,201
2019	49,201
2020	49,201
2021	49,201
Thereafter	<u>18,615</u>
	<u>\$ 264,620</u>

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Notes to Financial Statements

Year Ended June 30, 2016

14. FINANCIAL INSTRUMENTS

The company is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the company's risk exposure and concentration as of June 30, 2016.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The company is exposed to credit risk from members and other customers. In order to reduce its credit risk, the company reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The company has a significant number of customers which minimizes concentration of credit risk.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The company is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, and accounts payable.

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

**Schedule of SAFE Roads Campaign
Donations and Expenses**

Year Ended June 30, 2016

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.
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Year Ended June 30, 2016

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INDEPENDENT AUDITOR'S REPORT

To the Directors of Manitoba Heavy Construction Association Inc.

We have audited the accompanying schedule of Manitoba Heavy Construction Association Inc.'s SAFE Roads Campaign revenues and expenses for the year ended June 30, 2016.

Management's Responsibility for the Schedule

Management is responsible for the preparation and fair presentation of this schedule in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on this schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the schedule presents fairly, in all material respects, the revenues and expenses of Manitoba Heavy Construction Association Inc.'s SAFE Roads Campaign the year then ended June 30, 2016 in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Winnipeg, Manitoba
September 20, 2016

A handwritten signature in black ink that reads 'Wepler' in a cursive script.

CHARTERED ACCOUNTANTS

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.
Schedule of SAFE Roads Campaign Revenues and Expenses
Year Ended June 30, 2016

	2016	2015
REVENUES		
Contributions	\$ 80,000	\$ 90,000
Interest	68	95
Amortization of deferred income <i>(Note 2)</i>	11,668	621
	<u>91,736</u>	<u>90,716</u>
EXPENSES		
Advertising	87,141	86,151
Focus group, research and report	3,465	3,465
Audit fees	1,130	1,100
	<u>91,736</u>	<u>90,716</u>
INCOME FROM OPERATIONS	<u>\$ -</u>	<u>\$ -</u>

MANITOBA HEAVY CONSTRUCTION ASSOCIATION INC.

Notes to Financial Statements

Year Ended June 30, 2016

1. BASIS OF PRESENTATION

The financial statements were prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPO).

2. DEFERRED INCOME - SAFE ROADS CAMPAIGN

	<u>2016</u>	<u>2015</u>
Deferred income, beginning of year	\$ 32,578	\$ 33,199
Deferred income recognized during the year	<u>(11,668)</u>	<u>(621)</u>
Deferred income, end of year	<u>\$ 20,910</u>	<u>\$ 32,578</u>

TRIP CANADA - MANITOBA CHAPTER

Financial Statements

Year Ended June 30, 2016

TRIP CANADA - MANITOBA CHAPTER
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Year Ended June 30, 2016

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INDEPENDENT AUDITOR'S REPORT

To the Directors of TRIP Canada - Manitoba Chapter

We have audited the accompanying financial statements of TRIP Canada - Manitoba Chapter, which comprise the statement of financial position as at June 30, 2016 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of TRIP Canada - Manitoba Chapter as at June 30, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Winnipeg, Manitoba
September 14, 2016



CHARTERED ACCOUNTANTS

TRIP CANADA - MANITOBA CHAPTER

Statement of Financial Position

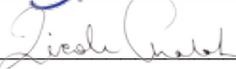
June 30, 2016

	2016	2015
ASSETS		
CURRENT		
Cash	\$ 180,145	\$ 170,504
Accounts receivable	1,847	3,721
	<u>\$ 181,992</u>	<u>\$ 174,225</u>
NET ASSETS		
Media/lobby reserve fund (Note 3)	\$ 169,492	\$ 161,725
Contingency fund (Note 4)	12,500	12,500
	<u>\$ 181,992</u>	<u>\$ 174,225</u>

ON BEHALF OF THE BOARD



Director



Director

TRIP CANADA - MANITOBA CHAPTER

Statement of Changes in Net Assets

Year Ended June 30, 2016

	Media/lobby reserve fund	Contingency fund	2016	2015
NET ASSETS - BEGINNING OF YEAR	\$ 161,725	\$ 12,500	\$ 174,225	\$ 218,684
Excess of revenues over expenses	<u>7,767</u>	<u>-</u>	<u>7,767</u>	<u>(44,459)</u>
NET ASSETS - END OF YEAR	\$ 169,492	\$ 12,500	\$ 181,992	\$ 174,225

TRIP CANADA - MANITOBA CHAPTER
Statement of Revenues and Expenditures
Year Ended June 30, 2016

	2016	2015
REVENUES		
Contributions	\$ 48,948	\$ 49,741
Interest income	287	482
	<u>49,235</u>	<u>50,223</u>
EXPENSES		
Media campaign	35,218	88,432
Remittances to The Road & Infrastructure Program of Canada	6,250	6,250
	<u>41,468</u>	<u>94,682</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<u>\$ 7,767</u>	<u>\$ (44,459)</u>

TRIP CANADA - MANITOBA CHAPTER

Statement of Cash Flows

Year Ended June 30, 2016

	2016	2015
OPERATING ACTIVITIES		
Cash receipts from revenue sources	\$ 50,822	\$ 47,668
Cash paid to suppliers	(41,468)	(94,682)
Interest received	287	482
	<hr/>	<hr/>
INCREASE (DECREASE) IN CASH FLOW	9,641	(46,532)
Cash - beginning of year	<hr/> 170,504	<hr/> 217,036
CASH - END OF YEAR	<hr/> \$ 180,145	<hr/> \$ 170,504

TRIP CANADA - MANITOBA CHAPTER

Notes to Financial Statements

Year Ended June 30, 2016

1. ORGANIZATION

TRIP Canada - Manitoba Chapter is an unincorporated non-profit organization dedicated to fundraising for the lobby for renewal of Canadian Infrastructure.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Income taxes

TRIP Canada - Manitoba Chapter is a non-profit organization and, as such, is exempt from income taxes under Section 149 of the Income Tax Act.

Deferred income

The Association follows the deferral method in accounting for revenues and restricted contributions. Funds received in the year which pertain to regularly occurring events or programs to be held in a subsequent year are recorded as deferred income in the current year and recorded as revenue at the time the event or program is held. Funds received for specified purposes are deferred and recognized as revenue in the same period as the related expenses are incurred.

Revenue recognition

The organization recognizes revenue upon the annual invoicing and receipt of membership fees.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

3. MEDIA/LOBBY RESERVE FUND

The media/lobby reserve fund is internally restricted by the Board of Directors. This fund is reserved for future media infrastructure promotion.

TRIP CANADA - MANITOBA CHAPTER

Notes to Financial Statements

Year Ended June 30, 2016

4. CONTINGENCY FUND

The contingency fund is internally restricted by the Board of Directors. This fund is reserved to meet ongoing annual TRIP/Canada dues.

5. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of June 30, 2016.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from contributors. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The organization has a significant number of contributors which minimizes concentration of credit risk.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its contributors and accounts payable.

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To view the 2016 Annual Report online go to
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