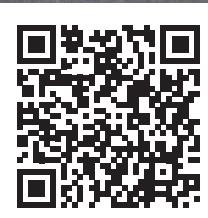




GROWING THE ECONOMY — JOB #1 NOW MORE THAN EVER



HEAVY CONSTRUCTION
WORKERS IN DEMAND
PAGE 10



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IMAGINE Manitoba's Future



Canada's trade infrastructure vital to economy, national security



Chris Lorenc is President of the Manitoba Heavy Construction Association and the Western Canada Roadbuilders and Heavy Construction Association

Chris Lorenc

A country without strong global trade ties leaves its economy hobbled and vulnerable. Canada is heavily dependent on trade and needs to be seen as a preferred trading partner, open to new and expanded global-trade relations.

Yet, in some really fundamental ways, our country falls short of its goal and is dangerously dependent on the domestic and foreign policies of its largest trading partners.

That not only hurts our economy and international profile, it imperils the future growth of our social programs and, ultimately, Canada's national security interests.

Our national economy relies heavily on trade – 65% of our GDP is derived from imports and exports. Similarly, 53% of Manitoba's GDP is drawn from trade.

But our trade is concentrated on just two markets: 75% of our exports go the U.S.; 4% to China. Both are global economic and military behemoths.

The risk in that over-dependence was illustrated by the recent pain caused by ongoing trade protectionism (US) and weaponization (China).

We can no longer rest upon the fortuitous proximity to, and cultural affinity with, the world's largest economy; the buy-America sentiment that raged during the Trump administration is now central to the Biden government's policy.

And, China's trade and human rights retaliations over the detention of Meng Wanzhou underscore the hazards of tying ourselves to a powerful country that does not share our values and respect for human rights.

Our foreign policy and international obligations will inevitably draw Canada into dispute. That prevailing risk to our trade, the economy, and our national security must be managed.

To mitigate the risk, Canada must diversify its trade markets.

To do that, it must first invest in its trade corridors and gateways, to ensure we can deliver the goods.

Trade infrastructure has not been a top-shelf concern or investment priority for too many years.

That's been noticed by those who depend on moving goods and services into, around and out of Canada, and as a direct result our country's reputation as a reliable trade partner has taken a hit.

Canada's ranking for trade transportation reliability has fallen dramatically, as seen in surveys by international economic bodies, such as the World Economic Forum. Over the last decade or so, Canada's rank in trade infrastructure confidence fell from a respectable 10th to 32nd, in the WEF's survey of global competitiveness of transport infrastructure.

The slide is coincident with the diminished investment levels in the federal trade corridors fund.

This is untenable for a country so dependent on trade, and the lack of political concern about the problem is alarming. (Read Carlo Dade on the next page.)

Trade partners notice investment priorities. Businesses feel the pain when extreme weather, domestic protests/labour relations and international supply-chain issues disrupt the flow of goods and services. Canada needs seamless and efficient trade transportation infrastructure that is resilient to potentially cataclysmic events, but also flexible such that alternative arterial connections can accommodate a surge when movement in one branch is disrupted.

Canada must significantly recapitalize its national trade corridors fund. Further, it must tie its investment to an infrastructure investment strategy that lays out a 10 or 20-year horizon, prioritizing projects with the greatest ROI. The best trade strategy engages the private sector, the builders or owners of infrastructure – rail, ports and air – that connects to trade corridors at many end points.

Importantly, the trade corridors fund must focus on the opportunity the West presents.

The Western Canada Trade Gateway & Corridor Initiative, proposed by a coalition of national, regional, and provincial business stakeholders, urges the federal government to harness the potential Western Canada provides in trade growth, both in Asia – home to some of the fastest growing middle-class populations – and into the North American continent.

Western Canada's geographic advantages make the region indispensable to Canada's trade profile and productivity.

Our global competitors are ahead of us on infrastructure investment strategy, governance and long-range funding plans. We can't ignore the consequences of such economic risk any longer.

A strong economy enables a respected foreign policy presence, to help advance and protect Canada's security interests, including: protection of shared values; democratic and human rights; economic, social and political freedoms; and; the freedom from fear, threat, and conflict.

A strong economy supports national security, which in turn enables a strong economy.

Closer to home, a weak economy puts at risk the financial resources that allow us to fund and expand health care, education and cultural programs, and the country's ability to work towards ensuring all Canadians share in the dividends of prosperity.

Investing in trade, and trade infrastructure, is our economic, social and national security "health care" plan.



PTH 75 at Morris; MTI Photo

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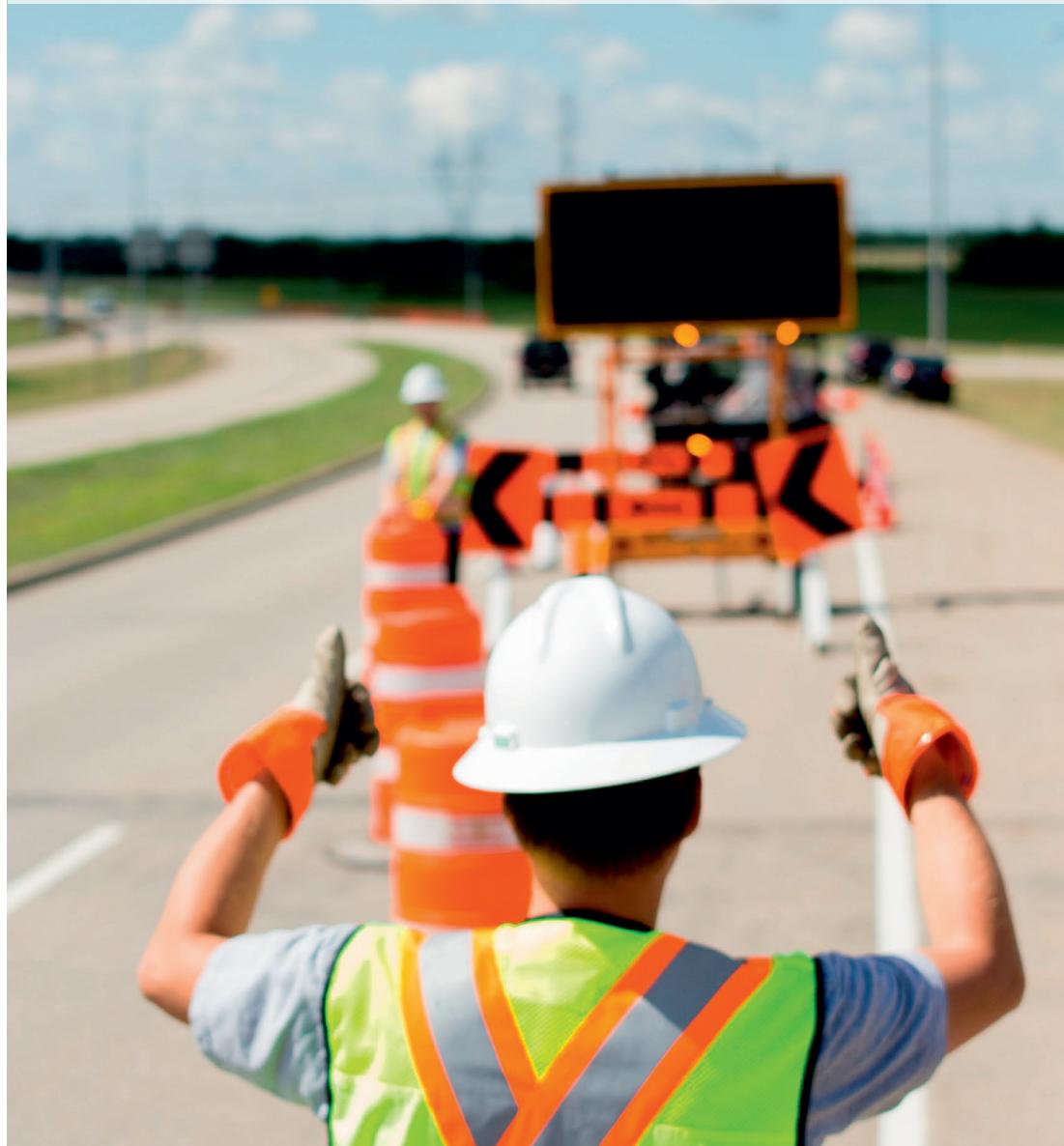
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SHOVEL-WORTHY INFRASTRUCTURE INVESTMENT SUCCEEDS – where 'shovel ready' fails



Carlo Dade

Shovel ready' as the adjective of the moment for infrastructure spending has worked as a political soundbite for emergency spending measures that have run from the financial crisis to the pandemic. But, as a principle to guide infrastructure investment, it has in reality been an admission of failure and acceptance of likely poor outcomes for public money.

Funding something simply, or even largely, because it is 'ready' is a signal to the private sector that a government is either unwilling or unable to do better, and to citizens, that their money will be spent instead of invested, with everything that implies. This is true even in times of crisis.

Governments can do better and elsewhere governments are doing better; it's time for governments in Canada to follow suit.

The opposite of shovel ready is shovel worthy. It is a process where supply and production chain data, market intelligence, and long-term economic need are factored in to coordinate projects to leverage optimal returns. Here we refer to trade infrastructure, the assets that move goods and people on roads, by sea and air.

There is no reason that an ongoing, long-term list of projects cannot be developed, updated, and continually modified with data so the next time a crisis hits, a government can without any additional work make sound decisions to accelerate investment to meet the emergency instead of rushing to find things upon which to spend money.

That Canada lacks the will to make this transition has not gone unnoticed amongst domestic users of trade infrastructure and amongst Canada's foreign customers.

On world ratings and rankings of confidence in trade infrastructure, Canada has fallen from a top-10 country a little over a decade ago to 32nd, according to the World Economic Forum's (WEF) annual global competitiveness rankings transport-infrastructure category.

The World Bank's rating of foreign customers' views of a supplier's trade infrastructure has also seen a steady decline of Canada's rating. These perceptions have been confirmed by the EU Court of Auditors in a cross-country analysis of frameworks for large transport projects that showed Canada standing almost alone in not having the capacity to do shovel worthy.

For a country that relies on trade for close to two-thirds of its GDP, this is most serious of problems.

When the U.S. fell from 11th to 13th in the WEF rankings, the response was a trillion-dollar infrastructure

package and almost non-stop public mention of the drop by the president and transport secretary, accompanied by more than ample media coverage. In Canada, the federal political response to a 20-point drop has been near silence.

Based on eight years of research, convening and consultations, including looking at past success in Canada and abroad, the Canada West Foundation has written a forthcoming report that lays out seven steps – see Building Blocks sidebar – for Canada to make the transition from shovel-ready to shovel-worthy.

This starts with the recognition that there is a problem and that it cannot be solved by consultations, summits, or other short-term quick fixes. The work to create a permanent ever-green pipeline of shovel-worthy projects requires concrete steps supported by sustained, predictable and incremental investment.

While the objectives needed to move to shovel worthy are specific, the exact means and mechanisms to achieve them are deliberately left open in the report, in recognition of the need for political negotiation and compromise amongst stakeholders. This approach implies that as government convenes and coordinates efforts amongst key stakeholders, that cooperation and meaningful participation receive priority to avoid "table and consultation fatigue" as well as concerns for pre-ordained outcomes that can discourage engagement.

Moving to shovel worthy demands intent from government leaders. It requires the expenditure of political capital – from all political parties. It is also eminently doable, as seen in the list of countries that have put in place mechanisms, processes and systems to enable the development of long-term project pipelines of shovel-worthy projects.

With the steps laid out in the report, the only thing lacking in Canada is the political will to do what our competitors have already done. There have been hopeful signs that the federal and provincial governments are beginning to understand the importance of trade infrastructure and take initial, tentative steps toward the solutions outlined in the CWF report. Recent export blockades, rail strikes, environmental damage to roads and ongoing supply chain problems have underscored the problem in front of Canada.

Yet, governments at all levels seem overwhelmed by current events and what tentative progress has been made can easily fall off the sides of busy ministerial desks when the next political crisis hits.

Trade infrastructure however does not work on the news or political cycles. Long-term, serious and structural changes are needed. These will come only if there is significant, persistent outside pressure for serious solutions.

Building blocks for Canada's first national plan for trade corridor infrastructure:

- Define Canada's national trade corridor network to put all levels of government and industry on the same page.
- Bring the private sector to the table as an ongoing contributor of sophisticated supply chain expertise and frontline operational experience to complement the best features of the public-sector policy.
- Apply criteria of national significance to guide the planning process and decision-making.
- Develop an "evergreen," 20-to-30-year pipeline of national trade-
- enabling infrastructure projects.
- Undertake regular assessments of trade-enabling infrastructure projects in relation to establishing criteria.
- Begin a new forward-looking approach to the collection of data and use of current forecasting and modelling tools.
- Coordinate the communications among the public and private-sector infrastructure groups, agencies and authorities, and aggressively share progress with industry and foreign customers.



Carlo Dade is the Director of the Canada West Foundation's Trade & Investment Centre



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—HENRY FORD

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Big changes are hard to imagine, but that shouldn't stop us from growing, evolving and progressing.

This initiative is vital to the future growth of Canadians, which is why we're so invested in you and our environment. Technologies that will come from this exclusive high purity silica will change the world for the better.

Did you know Sio Silica is committed to the practices of multi-generational planning?

Did you know Sio Silica is an audited and approved Environmental, Social, Corporate Governance (ESG) company?

Did you know Sio Silica is committed to pathways and technologies that support decarbonization?

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The Industrial Revolution brought machines, manufacturing, and railroads that connected us in ways we never previously imagined.

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- Winnipeg is the central transportation gateway hub of North America
- Multi-generational job creation





CentrePort Canada's growing and that's GOOD for MANITOBA



Diane Gray

The last two-plus years have been hard on the trade, transportation and shipping sectors, as the pandemic's impact tangled businesses and productivity in supply-chain and delivery backlogs.

Emerging from the pandemic, we should remember how vulnerable our economy is to such disruptions.

At CentrePort Canada, we did not slow down. In fact, we forged ahead, seeing more than \$57 million in development permits issued, with 400,000 square feet of new construction underway. Land sales continue to outperform expectations.

That illustrates how vital efficient shipping – getting supplies in and products out – is to manufacturers.

But it is also testament to the vision behind CentrePort Canada: North America's largest trimodal inland port, and the northern hub of the mid-continent trade and transportation corridor.

CentrePort Canada is served by three Class 1 rail carriers, an international trucking hub and an airport rated #1 in Canada for dedicated cargo freighter flights.

That transportation and shipping connectivity serves as a model for meeting and overcoming the next supply-chain disrupter – be it a virus, extreme weather or other events that roil our economy.

And while 2021 was a good year for CentrePort Canada, the next years look very exciting.

First, to date much of the development has happened in CentrePort North, largely in the RM of Rosser.

However, the City of Winnipeg in its 2022 Capital Budget included \$20 million towards servicing CentrePort South, to start the discussion with Manitoba and Canada for cost-sharing of water and wastewater infrastructure. Servicing takes a big step toward fully realizing the employment potential of these lands and attract further development investment.

Second, the CentrePort Rail Park, set to begin construction in summer 2022, is perfectly located for companies that manage part of their supply chain by rail.

CP Rail runs through CentrePort Canada and will be connected to the 665-acre rail park.

CP's recent purchase of the Kansas City Southern and Kansas City

Southern Mexico will create the first single-line rail network connecting US-Mexico-Canada and open new options for domestic intermodal shipments – a game changer for rail shipments across the continent.

The CPKC rail network creates a 20,000-mile, integrated rail corridor. This will allow companies to reduce their transportation costs, eliminate offloading and reloading of goods in transit, and better manage their supply chains.

These "next phases" will move the inland port closer to the full build out behind the vision of CentrePort Canada.

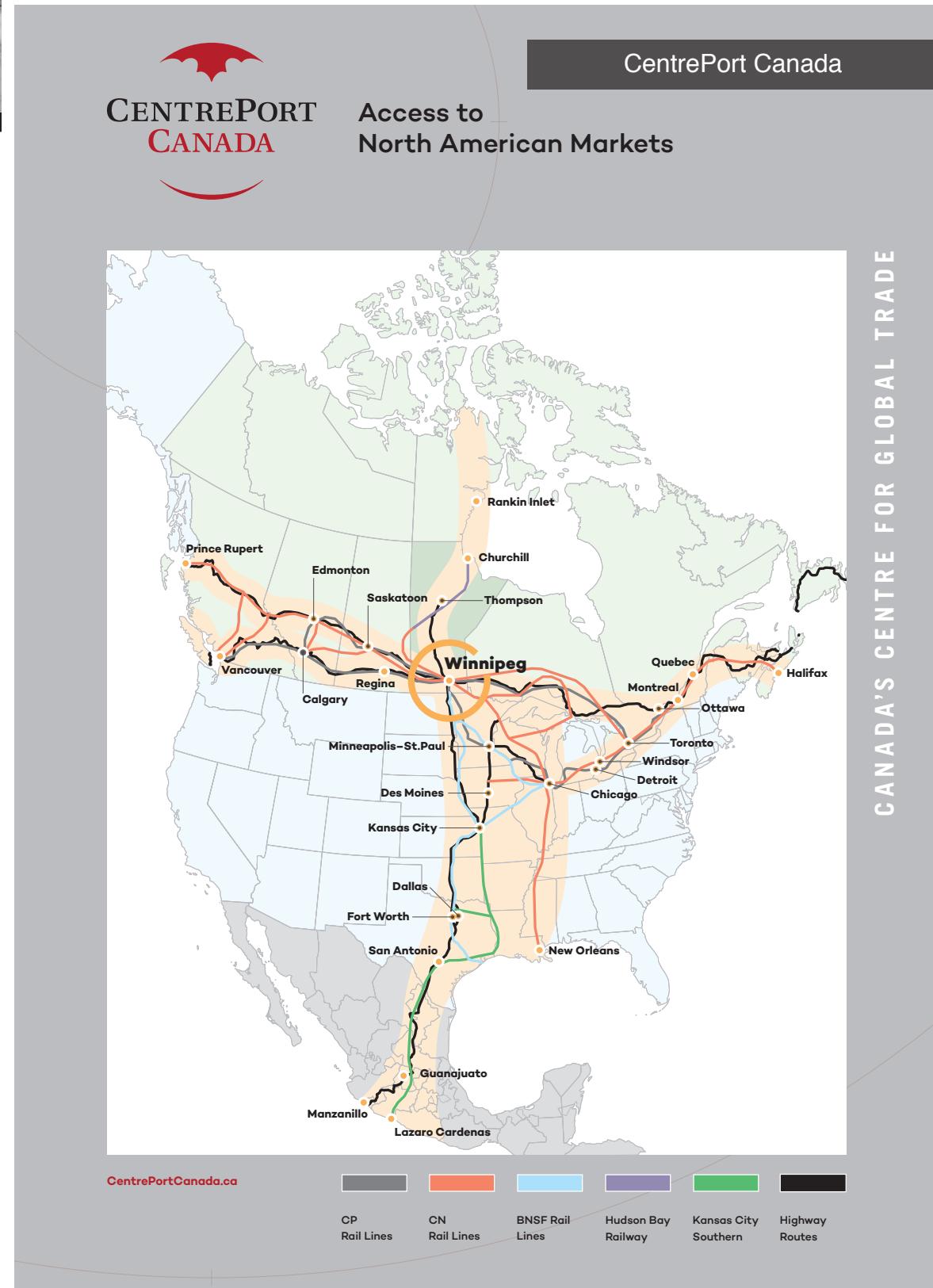
The momentum is elevating our province on the lists of site-locators, as a preferred location for value-added agribusiness production facilities, advanced manufacturing companies, and e-commerce, warehousing and distribution services land developers and corporations looking to build new processing and manufacturing plants.

Awareness of Manitoba as a location for investment has increased as companies look to stabilize their supply chains, minimize disruptions to their business and source both customers and suppliers from within their local market.

These dividends to the province will only increase as CentrePort Canada moves closer to its full build-out, the economic impact of which includes 98,377 person-years of employment, \$1.18 billion in provincial tax revenue and a \$7.9-billion boost to Manitoba's GDP.



Diane Gray is the President of CentrePort Canada



Recent highlights at CentrePort:

4Tracks Ltd. – \$12.5 million dollar, 27,000 sq ft headquarters and terminal.

AVAAL Business Park – three multi-tenant industrial buildings with 165,000 sq ft for lease.

BrookPort Business Park – 250 acres of fully-serviced industrial land that has become home to at least a dozen new companies over the last two years.

CentrePort Canada Rail Park – 665-acre rail-served, industrial development that will break ground in summer 2022.

Merit Functional Foods – a 94,000 sq ft pea and canola

protein processing plant; the world's only commercial-scale facility capable of producing food-grade canola protein.

MMI Asset Management – opened Steele Business Park, a 17-acre industrial park that will bring 220,000 sq ft of industrial space to the market.

National Research Council of Canada – \$62-million advanced manufacturing research facility is nearing completion; to focus on additive manufacturing and sustainable packaging research.

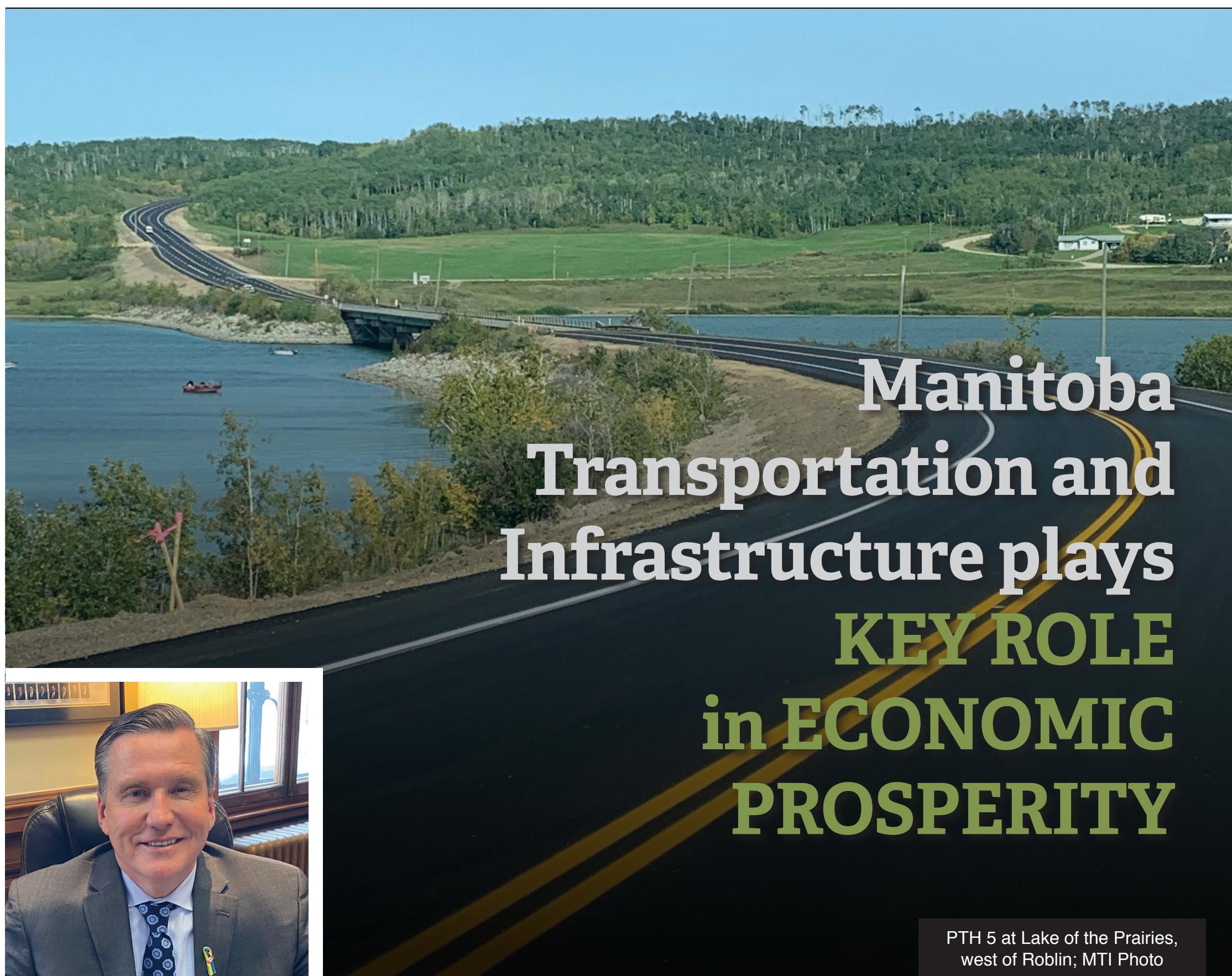
Nutrien – 100,000 sq ft distribution centre in BrookPort Business Park.

O Foods Ltd. – construction is underway on Paterson GlobalFoods' \$94-million oat processing facility; to process 125,000 metric tonnes of oats from Western Canadian farmers.

Royal Aviation Museum of Western Canada – set to open in May 2022.

TFI International – 70,000 sq ft warehouse and distribution facility adjacent to their current location on Oak Point Highway.

West Creek Industrial Park – under construction by Hopewell Development, will bring 295,000 sq ft of industrial space to the market.



Manitoba Transportation and Infrastructure plays KEY ROLE in ECONOMIC PROSPERITY



Hon. Doyle Piwniuk, first elected to the Manitoba legislature in 2014, was named Minister of Transportation and Infrastructure in January, 2022.

Doyle Piwniuk

As the MLA for Turtle Mountain, I can assure you my vehicle puts on a lot of miles every year.

As the Minister of Transportation and Infrastructure, I think that experience brings good insight to the value, and potential, of strategic transportation planning and investment.

Transportation infrastructure investment is a key driver for economic recovery and growth. The Manitoba government is developing strategic long-term investments that will not only safeguard the well-being of Manitobans and their communities, but also stimulate economic activity and create meaningful employment opportunities for Manitobans.

This includes working toward a future vision that looks beyond our borders to establish the province as a national and international trade hub. Manitoba is well positioned, in terms of both location and transportation excellence, to make this vision a reality.

Facilitating both east-to-west and north-to-south transportation movements is critical to connecting the region and to accessing international markets. Mobility and connectivity are achieved through a combination of airports, railways, ports and, of course, the provincial highway network.

Manitoba's highway network connects east to west through Winnipeg, which is located at the centre of the country, along the TransCanada Highway (PTH 1) and links to Canada's coastal ports, which are vital to accessing international markets. Winnipeg hosts one of the busiest all-cargo freighter airports in Canada, and is also a major centre for Canada's transcontinental railways. The port at Emerson-Pembina at Highway 75/U.S. I-29 is the busiest truck-trade gateway crossing west of Windsor-Detroit, primarily shipping from the United States' Midwest. The Churchill port gateway is the only export Arctic export port and alternative option for Prairie farmers to export grain.

All of these transport centres are further supported by Manitoba's vast highway network that reaches into the rural communities, resulting in producing essential goods and services for world markets. Manitoba produces about 10% of Canada's agricultural products and hosts international

agribusiness companies, agri-food research and development, and major food-processing centres. The province also leads in aerospace and advanced manufacturing across several product categories and is home to North America's largest trimodal inland port, CentrePort Canada.

Manitoba is dedicated to ongoing improvements to the road network, supported by a three-year, \$1.5-billion minimum investment in highways infrastructure. Work is ongoing to identify key routes that support the movement of goods into and throughout Manitoba, and planning investment to expand the network of strategic highways that can support heavier loading [Roads and Transportation Association of Canada loading]. Increasing the allowable weights of key routes increases the efficiency of goods movement across the network. It enables better access to markets, which helps all regions to attract new industrial activity and to support or expand existing local industries and the provincial economy.

A central component of Manitoba's trade and commerce network is Winnipeg's Perimeter Highway. Work has begun to prepare for future investments to upgrade the Perimeter Highway to a freeway standard as Winnipeg's population approaches one million people. A freeway-status Perimeter Highway will provide essential connections to trade corridors and ensure the efficient movement of goods across our borders. This freeway initiative will remove at-grade crossings, add interchanges/overpasses at all intersecting roadways and railways, and reconstruct all pavements as well as some major structures, such as the interchange at St. Mary's Road, which is scheduled to begin this spring.

Manitoba has completed a number of safety improvements to the Perimeter Highway based on the recommendations of a 2018 safety study. Following the safety study, Manitoba completed the South Perimeter Highway design study in 2020 and has been addressing the access points and intersections where there is the greatest safety risk. The North Perimeter design study is scheduled to begin in 2022. However, work has already begun to close access points and median openings in the interest of safety and traffic efficiency along this stretch north of Winnipeg. Engagement with the public and directly impacted residents, business and industry partners, has and will continue to help guide the roadmap for the long-term improvements.

Manitoba's economic future is built on a foundation of transportation infrastructure investment that supports growth and facilitates the safe and efficient movement of made-in-Manitoba goods within and across our borders. Manitoba Transportation and Infrastructure is committed to a future of prosperity for our province and for all Manitobans.

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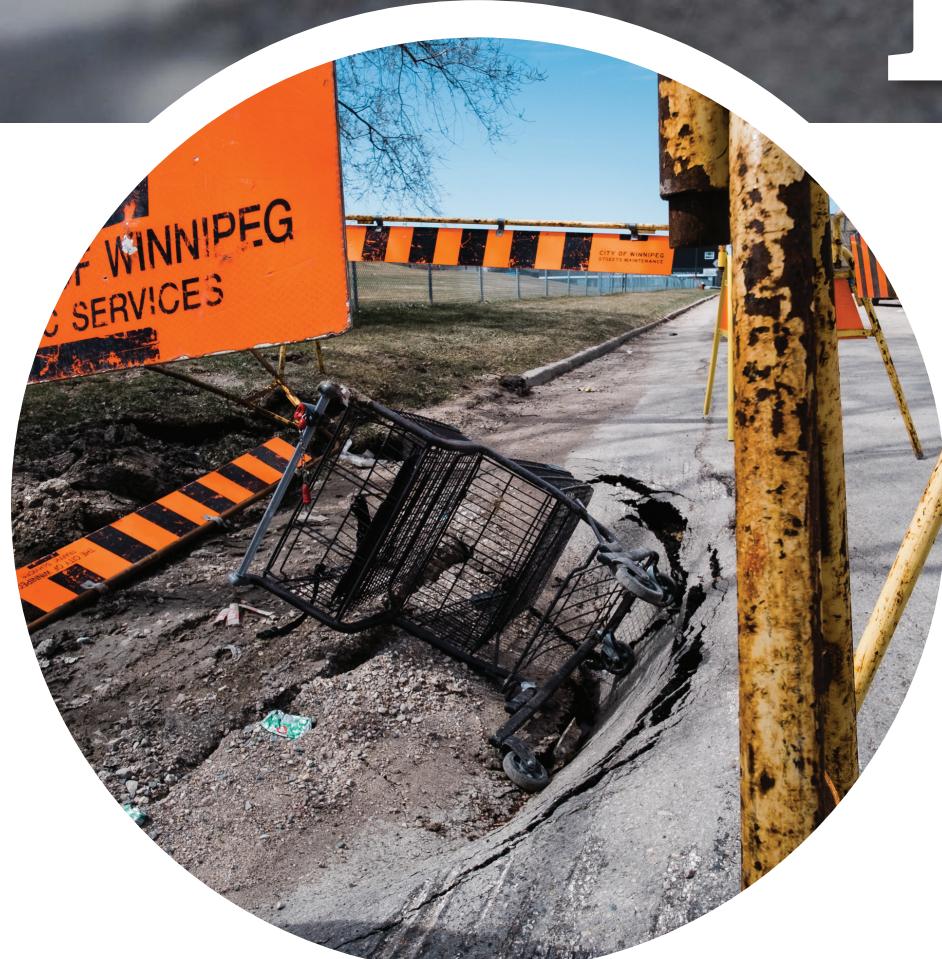
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FIX our roads, fix the municipal funding model

**Potholes just scratch
the surface**



Chris Lorenc is President of the Manitoba Heavy Construction Association and the Western Canada Roadbuilders and Heavy Construction Association

Chris Lorenc

Spring has sprung and so have potholes. Having battled near record snow fall and seemingly interminable cold, Winnipeggers are now battling craters on our commutes. It's a tough ride out there, whether you're on four wheels or two.

This year may be more challenging, due to the impact of extreme cold on municipal infrastructure. But as Winnipeggers, it's just a fact that our clay-based soil makes regular, responsible maintenance of streets and sidewalks a necessity.

That reality was recognized and reflected in the City of Winnipeg's streets renewal policy adopted almost a decade ago, setting out 20-year strategy to repair and keep roads in good condition.

But a capital-asset management plan without a funding scheme is just an aspiration.

So, the City wisely adopted a deliberate, detailed and sustainable financial strategy to support the repair and rebuilding of streets and roads.

This is why Winnipeggers pay 2% more on property taxes every year, with revenues flowing to a dedicated reserve expressly for street renewal.

Responsible, smart and effective asset management.

Yet, even the best of plans can go astray without the required, and therefore anticipated, discipline to purpose.

Original funding sources for the local and regional streets renewal reserve have fallen away and changes to the original strategy have messed with its critical elements. (For example, the annual 2% tax hike originally was to be largely replaced as the revenue source for road renewal by frontage fees in 2022, but City Council has diverted frontage fees to other purposes.)

More alarming is the fact the revenues raised by the 2% tax have become the go-to solution for other pressing priorities on Council floor, such as parks and active transportation routes. In 2019, Council decided to use the local and regional streets renewal reserve to fund bridges – huge dollar signs here.

City Council is strapped for revenues. As owners of 60% of the public core infrastructure, all municipalities shoulder the daunting responsibility of funding expensive maintenance and repairs, while drawing just 10 cents of every public tax dollar collected.

It is understandable, then, that at budget time, this predictable source of revenue, raising \$12.5 million a year, is eyed for other programs.

But the reserve cannot possibly be the solution to every funding dilemma. It was not designed, nor structured to do anything but help make progress, over many years, on the repair and renewal of our regional roads and residential streets.

Today, the goal for a sustainable, incremental funding plan for road renewal is getting more unlikely.

The daily dodge-the-pothole frustrations this spring are symptoms of a growing asset management problem made worse because we've strayed from the original funding model. The infrastructure investment deficit – the difference between what we're investing vs. what would be needed to properly repair and build new streets and roads over 10 years – sits at \$1.9 billion.

Winnipeg needs to update its funding model for streets, one that reflects the city's development and able to support the economic growth opportunities to ensure Winnipeg is a world-class city capable of attracting new residents, investment and businesses.

At the same time, Council needs to task the public service to draft a similar, disciplined financial plans to look after its bridges and to provide Winnipeggers with good walking and cycling facilities. A similar review and plan are needed to ensure our city parks and green spaces are world-class amenities.

All of those service demands cannot ride on the back of a road renewal reserve even now struggling to serve its assigned purpose.

The fact municipalities, including Winnipeg, struggle to fund core services to residents is a problem, and a direct fall-out of the inequitable, unrealistic and unfair sharing of tax revenues among the levels of government. That is where the solution must be found, in a new fiscal deal that recognizes the untenable position our cities and towns are in, rebalances the revenue distribution and allows a discussion on new revenue sources for municipalities.

But, pending that, it would be a grave mistake to look for a quick fix, to rewrite the renewal reserve policy written in 2013 and 2014 and scale back its goal – to repair or construct residential streets and regional roads a growing, vibrant city needs and deserves.

Our roads move people to jobs, school, recreation and they deliver supplies to businesses and our goods to market.

Our economy literally rides on our roads, and they play a huge role in our quality of life. We deserve good streets.

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A SUPPLEMENT TO THE WINNIPEG FREE PRESS SATURDAY, APRIL 9, 2022 7



CIRCULARITY and RECYCLED AGGREGATES: *A road paved with opportunity*

**Jo-Anne St. Godard
and Paul Shorthouse**

The construction, renovation and demolition (CRD) sector contributes more than \$140 billion in GDP yet generates four million tonnes of waste in Canada every year. When sent to landfill, the economic value and environmental benefits of re-utilizing the resources inherent in the CRD waste stream are lost.

With infrastructure as the largest government spend, there is a significant opportunity to use procurement power as a strategic driver to recover and reuse CRD waste to support and accelerate Canada's transition to a circular economy.

In the construction industry, there is no better material to start with than recycled aggregate.

Recycled aggregates are composed of reclaimed concrete material and asphalt pavement recovered from the construction, renovation and demolition waste stream. When recovered, recycled aggregates are valuable feedstock that can be re-purposed in infrastructure projects, replacing non-renewable and depleting virgin resources.

Although recycled aggregates are valuable inputs into construction projects, current procurement processes generally do not require or incent suppliers to source recycled aggregate. In instances where it is allowed, usage is limited to small percentages in applications such as road-base construction, and use is not effectively tracked.

While governments across Canada recognize the opportunity and benefits of using recycled aggregate, they remain reluctant, citing quality control and assurance issues.

The lack of harmonized standards amongst

governments limits supplier interest and market capacity.

While Ontario has proven to be the exception, adopting standards that allow for a maximum of 30% aggregate from recycled sources for the construction of road base, shoulders, and backfill and 30% in recycled asphalt (hot mix) pavement, uptake by other provincial governments and municipalities is limited.

Fortunately, this is changing.

Governments are beginning to recognize the power and influence of procurement and how it can advance their environmental and social commitments while meeting budget expectations. For example, the universality of carbon-emission reduction commitments between the levels of government means there may be appetite to create national, harmonized procurement standards based on outcomes rather than narrow specifications.

Developing procurement criteria that focuses

on outcomes, like the function of a road, rather than specifying specific materials allows industry to innovate and deliver environmental outcomes such as carbon-emission reduction, while remaining competitive.

Manitoba is following suit, indicating a shift toward performance-based specifications and is primed to be a national champion and innovator, partnering with suppliers to optimize the use of recycled concrete. Its leadership is one to watch.

Circular CRD is the start of an exciting journey in which products once lost to disposal are given new purpose, reducing the need to source virgin, natural and limited resources.

The procurement powers of governments are a key market shaper and can effectively shift markets from linear to circular.

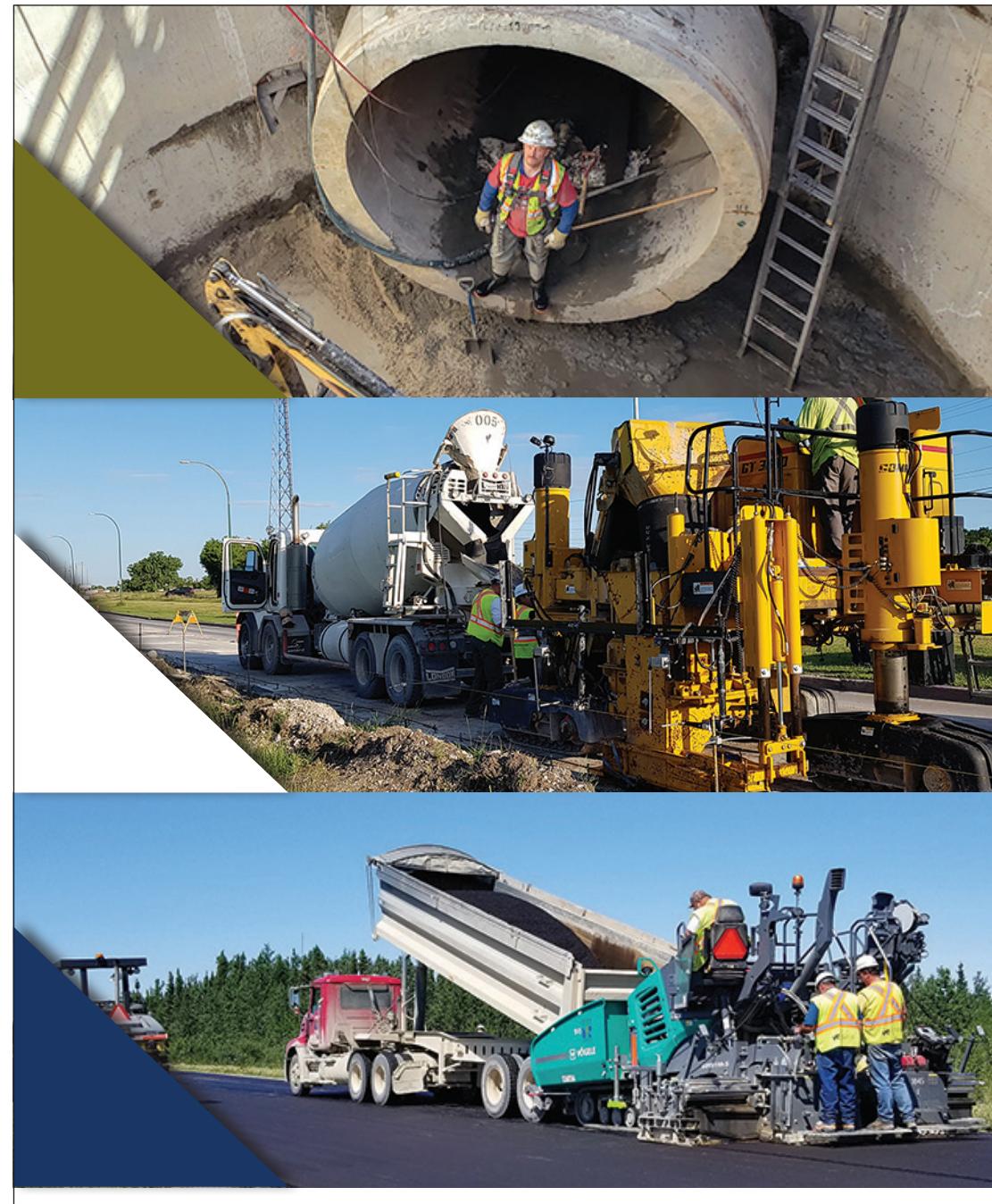
For more visit CircularEconomyLeaders.ca and CircularInnovation.ca to access a February 2022 workshop that explores recycled aggregates in road construction projects in Canada.



Jo-Anne St. Godard is the Executive Director of the Circular Innovation Council



Paul Shorthouse is Managing Director of Circular Economy Leadership Canada



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Taking RECYCLING to a WHOLE NEW, regional LEVEL



Colleen Sklar is the Executive Director of the Winnipeg Metropolitan Region

Colleen Sklar

The Winnipeg Metropolitan Region is a partnership that includes the City of Winnipeg and the 17 municipalities surrounding it. Two-thirds of Manitobans call the Metro Region home. It is the fastest-growing area of Manitoba, the province's economic hub, and it accounts for upwards of 65% of provincial GDP.

With a regional vision, Manitoba's Capital Region can address common short-term and long-term challenges: job creation, infrastructure needs, long-term environmental protection, and resilience to threats like climate change in an effective and meaningful way.

As a region, we can address our challenges and realize abundant opportunities, but we have to work outside the status quo. Tackling large and small issues at the local level, often one community at a time, constrains opportunities.

A good example is seen in how we manage waste.

Within the Metro Region, we have 12 landfills and 13 transfer stations, each municipally operated with varying degrees of service. As of 2019, the region had a waste-diversion rate of 29% as a whole, 14% when the City of Winnipeg is excluded. It's one of the lowest metro region waste-diversion rates in Canada.

Burying, burning and sorting out some materials may have served a short-term purpose of managing our waste problem, but the carrying charges for those types of solutions have short and long-term economic, environmental and social costs.

New practices, processes and technologies to turn waste to resource are on our doorstep, but to seize these opportunities we must work together as municipalities and in partnership with business and industry. We must develop a new approach.

That new approach must first undertake a material-flow analysis, by evaluating what is in our waste stream, how much waste we

have collectively, and if there is an economic opportunity. This is a key step to understanding our potential for a circular economy. It sounds like a big challenge, but there are a couple of quick wins we can get started on now, and the work has already started.

Local governments all over the world are diverting increasing amounts of construction, renovation and demolition (CRD) waste away from landfill sites and finding reuse solutions. In the Metro Region, CRD waste ends up in our landfills, accounting for a significant portion of solid waste.

Here in Canada, governments are working with business and industry partners to create legislation, strategies and programs that encourage the re-use and recycling of those materials, to manage the long-term consequences.

For example, used concrete takes up a huge amount of landfill space, but it can also be recycled and re-used. Large pieces are being re-used as slabs and walkways, and are even reducing erosion from rivers and lakes. Crushed concrete is being used for road base, gravel, retaining walls, landscaping, and as raw material for new concrete.

By re-using concrete, the pressure on landfill capacity is reduced. Businesses are developing new products and technologies, saving on landfill and transportation costs, and they're creating new jobs. That strengthens our economy and helps to protect our environment.

Recycled concrete and other road materials can also reduce the pressure on aggregate resources that are extracted in our region. Millions of tonnes of virgin aggregate are extracted each year for building our vital transportation corridors and just a small fraction of that is recycled.

But the problem is beyond concrete. Almost all asphalt, metal and plastic CRD waste is recyclable.

Progress is being made in diverting CRD from landfill sites, but we can obviously do more. We can work with our partners in industry and business to encourage the development of new practices, new products and new technologies. We can do it in a safe and sustainable way.

Setting such an example starts with new partnerships and a collaborative, region-wide approach. With Plan20-50, the Winnipeg Metropolitan Region, its member municipalities and great partner organizations like the Manitoba Heavy Construction Association are positioned to provide that leadership.

We recognize the opportunity for our region to be a leader in developing technologies and practices that respond to the challenge of reducing CRD waste. We see the benefits that an innovative approach can have for our environment and economy.

We are committed to making it happen and, by working together, we will build a brighter future for all Manitobans, for generations to come.

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Jacqueline Kent is the MHCA WORKSAFEY Education and Diversity Programs Advisor

Jacqueline Kent

"There are so many opportunities in heavy construction as a result of the aging workforce and increased retirements. The career possibilities are endless," explained Carol Paul, Executive Director, MCSC. "This is long overdue."

"In the Seven Oaks School Division's heavy construction program, students who are interested in heavy construction will get the opportunity to learn and experience all the different areas that are crucial to this industry," says Dave Clayton, instructor for Seven Oaks School Division.

"A lot of people do not realize how many areas and different specialties there are in the heavy construction sector."

Clayton adds that students successful in such programs often get a job offer at the end of the program and have the chance at a starting position of employment in the heavy construction industry.

There are very few barriers to entering the heavy construction industry, which means that many can begin and work their way up.

Some of the many roles may include heavy equipment operator, heavy duty mechanics, surveying as well as many other general labour roles. All of these positions differ significantly, yet they are not hard to achieve as a career.

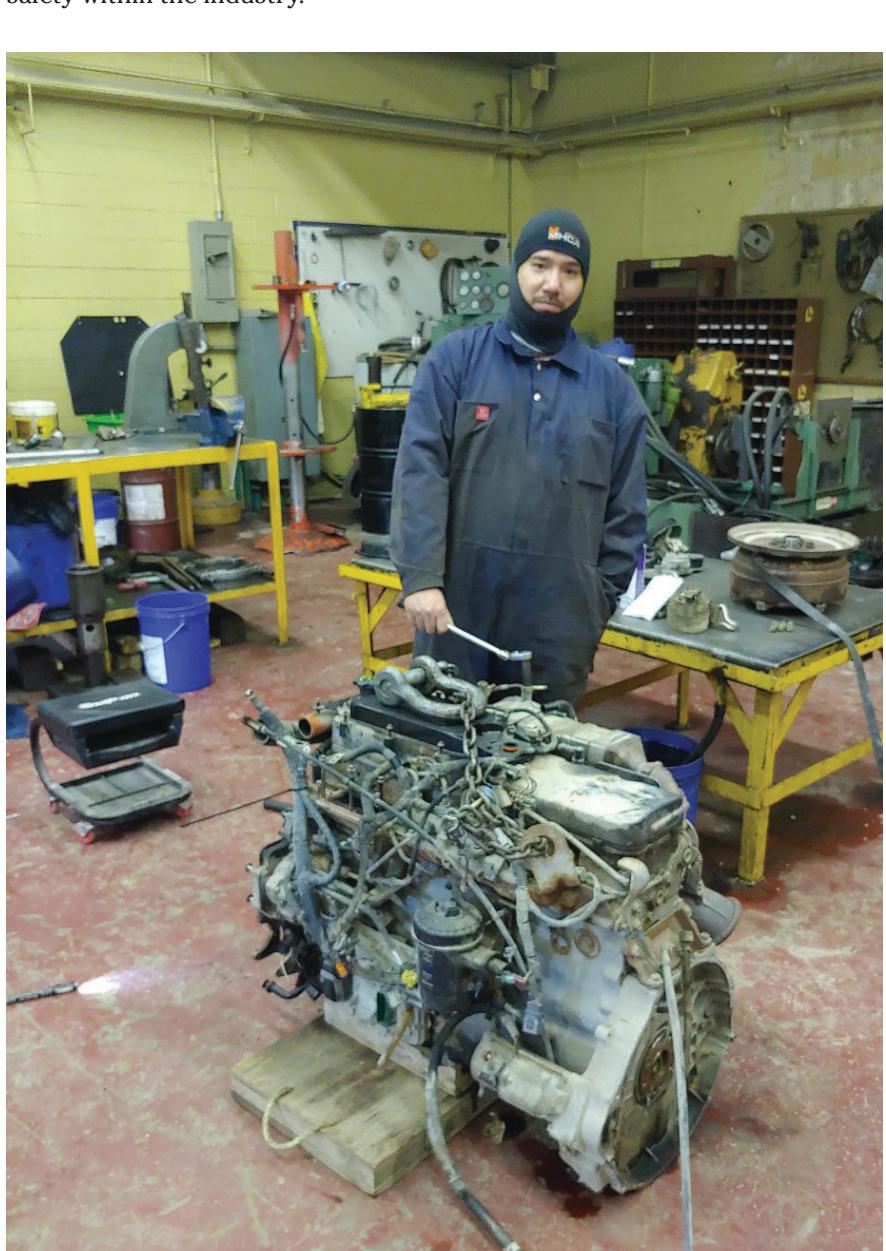
With the pressing demand for skilled workers comes the opportunity to make higher wages than other industries. It is widely known that work in the heavy construction industry can lead to higher wages because of demand, which builds for a successful long-term career that can be built upon over time.

Those working in heavy construction feel like they're part of building their community's infrastructure, and they see the results of their work on each project. No two days are the same – each day every worker can do a different part of the construction process. Process and workflows can change, and a labourer can move quickly to more skilled assignments, including moving into operation of heavy equipment. The number and variety of jobs in heavy construction makes the industry attractive and a lucrative, long-term career.

The demand for skilled workers in this industry is quite strong. Those who enter the heavy construction industry will see themselves trusted for numerous projects, will and diversify and expand their cache of skills.

The Seven Oaks School Division will hold an open house for their Cooperative Vocational Education programs on Wednesday, April 13, 2022 from 6:30 pm to 8:00 pm to allow students to explore what the program and the industry can offer them.

For more information visit [https://www.7oaks.org/Programs/CooperativeVocationalEducation/Pages/Heavy-Construction.aspx#=](https://www.7oaks.org/Programs/CooperativeVocationalEducation/Pages/Heavy-Construction.aspx#/)





Distracted driving is a construction-zone hazard for everyone

Don Hurst



Don Hurst is the Director of MHCA WORKSAFEY® Education and Training

Among the biggest threats to the safety of construction workers on projects on or near roads, are vehicles – especially distracted drivers.

A roadside construction zone increases the need for driver attention. A driver who takes their eyes off the road is taking a greater chance of a collision and that puts construction workers and motorists at increased risk of injury or death.

These conditions, as well, put construction equipment at risk of damage.

While many people now equate distracted driving with smartphones, even something as simple as changing the radio channel can divert a motorist's attention.

Driving in a construction zone requires a much higher level of attention to the road. Drivers must drive through a complex array of signs, barricades and lane changes, all while reducing speed and watching out for road crews and construction equipment.

In all construction zones, the road crews put up clear signs to guide drivers, pedestrians and cyclists. Road crews may put up directional road and speed limit signs intended to guide and warn drivers about construction ahead. Distracted drivers can miss those signs completely. When a driver drifts outside that assigned construction zone, it significantly

raises the risk of an accident.

Drivers face increased penalties for speeding or otherwise endangering people in work areas, but that hasn't stopped those behaviours from occurring.

The same respect and duty of care drivers owe to workers in construction zones must also be given to those involved in snow clearing operations.

Nicole Chabot, Vice-President of Chabot Enterprises and Chair of the Manitoba Heavy Construction, stresses the importance of protecting road workers. This past winter has seen many accidents involving snow-clearing work zones and the public.

"Operators are working to make streets safe for the public. Our message is to stay back, stay safe, and to quit trying to save time following right up behind equipment or passing around without care to caution," advises Chabot. "Operators are following a methodology of multiple passes that do not follow standard/predictable driver movements, combined with equipment blind spots that would seem atypical to the average driver, and they are working at night in extreme, blizzard conditions."

"Regardless of the season, it's important when we're driving to remember that in a construction zone our roads and highways are also workplaces, and everyone has the right to a safe workplace – we need to ensure that every person at work is treated with the same

level of respect and consideration," Chabot states.

When you're driving in a construction zone:

- be prepared for the unexpected, such as traffic slowing or stopping unexpectedly, sudden merging of traffic lanes or equipment and workers entering the roadway;

- slow down and obey the posted speed limit, whether or not you see work in progress;

- obey road crew flaggers and road signs that help drivers move safely through the work zone;

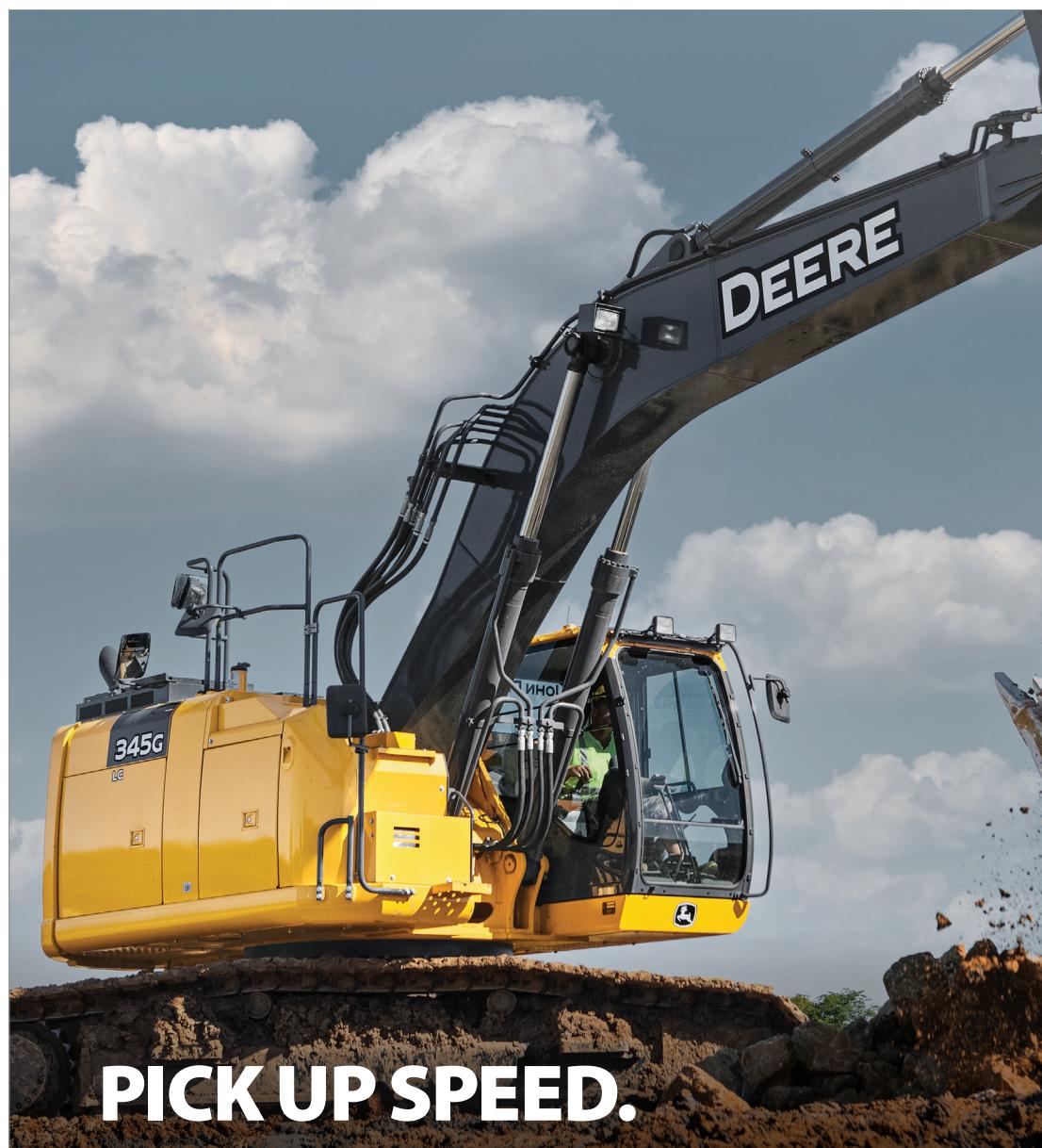
- keep a safe following distance between other cars, construction workers and equipment;

- stay alert and focused and don't multitask while driving;

- check traffic reports for real-time traffic information, including accidents and construction zones and plan accordingly; and

- be patient, remembering that the crews are working to improve roads and make everyone's drive safer.

Losing your focus for more than a few seconds can increase your risk of an accident. Even a simple distraction can cause a crash or even a fatality. That is why staying focused and alert is the best way to move safely through a construction zone and prevent injury – or worse – to road workers, yourself or others.



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Returning to work in a timely and safe way HELPS HEALING



Jacqueline Kent is the MHCA WORKSAFEY® Education and Diversity Programs Advisor

Jacqueline Kent

In the past when a worker was injured, they usually would go on leave indefinitely, with their job put on hold. It was a waiting game for everyone involved.

Research now suggests focusing on returning to work after an injury benefits the worker's well-being, as well as their place of employment.

Getting back to work, in a safe and timely way, is a vital part of recovery that benefits health and wellbeing. This is the same whether your injury or illness is physical or psychological.

A lengthy absence from work affects an individual's psychological health, and maintaining and restoring working capacity improves function, recovery and disability. That is why a return-to-work process is an essential component of recovery from workplace injuries and illnesses.

"Having a formal return-to-work program allows stakeholders to develop individual plans to facilitate a timely and safe return to health and work for injured workers," explains Kim Keating, Manager of the Workers Compensation Board's Return to Work Program Services. "A good return-to-work plan helps an injured worker return to safe and suitable work, while reducing both the human and financial costs for the employer as well as the worker."

If you can stay at work after an injury, or get back to work gradually while you recover, you are more likely to recover quicker. Staying connected to your workplace, even if your work duties are adjusted, allows you to maintain a daily routine and get back your independence.



"Return-to-work programs will also maintain job stability, knowledge and relationships with co-workers, and allow the worker to stay connected to the workplace and get back on track sooner following a workplace injury or illness," Keating says.

Employers play a key role in assisting injured workers to return to early, safe work.

Having a return-to-work program will benefit employers because it will allow them to retain valuable and experienced workers in the workplace and will also support employers in fulfilling their legal and legislative requirements outlined in The Workers Compensation Act, Keating notes.

When educating employers about return to work, there are a few critical elements the WCB of Manitoba makes sure to reference.

Some of those elements include having a clear organizational commitment and a supportive workplace culture; a dedicated return-to-work coordinator; an established process to recognize a worker's abilities to identify safe and suitable work; proactive communication; and, knowledgeable supervisors trained on return to work to support workers.

Getting back to work may include:

- Going back to your previous duties
- Working reduced hours
- Adjustments to your work duties
- Going to a new role

Work is a big part of a person's life, and remaining connected to the workplace and feeling valued goes a long way to helping workers recover faster.



Kim Keating, Manager of the Workers Compensation Board's Return to Work Program Services.

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Minimizing the Impact of Workplace Injuries



Richard Deacon
is President and
Chief Executive Officer of the Workers
Compensation Board of Manitoba.

Preventing illness and injury should be high on the priority list of any employer. When workplace injuries do happen, a return to work program can minimize the effects on workers and employers.

The WCB supports Manitoba workplaces to develop return-to-work programs to minimize the impact of workplace injuries and illnesses, as well as to create the best health outcomes for workers, both physically and psychologically. This aligns with one of the WCB's strategic priorities of enabling successful return to work. The WCB works to support the needs of specific workplaces with return-to-work education and tools to build an effective return to work program.

The return-to-work process is a collaborative approach that includes a team of people helping an injured worker return to safe and suitable work.

At the WCB, we work with all parties to ensure the injured worker, employer and healthcare provider all understand their roles and responsibilities to enable a

successful return to work. This team approach means workers understand their rights to have a safe and suitable return-to-work plan while employers recognize the benefits of having modified or alternate duties available for returning workers. Together, all parties play a part in achieving our goal to deliver the best possible outcomes for all stakeholders, which we believe will result in a reduction of Manitoba's days lost to workplace injury and illness.

Many Advantages

Return-to-work programs offer an effective way to reduce both the human and financial impacts of workplace injuries, and that benefits both workers and employers.

Being part of a return-to-work program has many advantages for workers. Workers can recover more quickly and effectively. Medical research shows that resuming regular activity, when able, can aid recovery, including helping to improve overall health and wellbeing.

For employers, the program helps to retain valuable workers, reducing the costs of hiring and training replacements, while maintaining productivity. It also helps employers make their workers feel supported and connected to their workplace.

The workers compensation system, which includes employers, workers, healthcare providers and other stakeholders, is having a great influence on ensuring that injured workers are returning to safe and suitable work in a timely manner.

Return-to-work programs can help workers recover more quickly and reduce costs to employers.

WCB offers consultations that include executive outreach, program assessment and development of action plans. For help setting up a return to work program and to access valuable resources, visit www.wcb.mb.ca.

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PROTECT yourself from the hazards of yard work

Jacqueline Kent

April is the month when we start eagerly planning our outdoor yard or home renovation projects. For many people yard work is a form of fun and enjoyment. Just like work in the heavy construction industry, this type of physical activity can pose a risk of injury. Come springtime, common yard work injuries take many forms. From slips or falls to strains, cuts and burns, nearly all spring yard work injuries are preventable.

After being cooped up indoors after this long winter, we can't wait to plan for outdoor projects come spring. People are most prone to accidents when they rush or underestimate the thoroughness of their yard-work tasks.

When it comes to yard work, there are few injuries as common as strained or pulled muscles. Consider all tasks that require bending, pulling and shifting body positions.

Trevor Shwaluk, Safety Advisor for the Manitoba Heavy Construction Association, explains that strained and pulled muscles can occur in many yard work activities from digging new gardens to clearing and raking debris, to pulling weeds to pushing heavy lawnmowers.

"Shoulders and the lower and upper back are the most susceptible to pulls and strains. Listen to your body as you work," advises Shwaluk. "Try not to rush to get yard work done or overexert yourself at the expense of your health."

Stretching before heading out and right after you finish your work is a simple way to

reduce the toll on muscles and joints. It is also important to take breaks and to not strain and exhaust yourself which will only increase the chance of physical injuries, like knee, wrist or back pain, in addition to mental strain and fatigue, as well.

Further, repetitive motions such as digging, raking, trimming or pruning bushes or planting may cause tendon, nerve or joint pain.

"Make sure your yard work activities are varied and are rotated every 15 minutes with a brief rest between," states Shwaluk. "This

ensures that the same muscles are not used excessively."

Regardless of the yard project planned, it is important to also wear the appropriate personal protective equipment. Many people assume protective gear isn't necessary for "small" outdoor tasks.

Shwaluk suggests putting on the following gear:

- Closed-toe shoes
- Slip-resistant footwear
- Long pants

- Gloves
- Hearing and eye protection

It's important to educate yourself about yard work safety, or a day working outside could result in aching muscles, or a trip to the hospital emergency room. Perhaps the most important tip is don't try to do everything in one day. Take breaks when you need them, and don't overexert yourself. It's alright to leave some of the work for another day.



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Jacqueline Kent

Contact with underground utilities can be deadly. When starting yard work this spring remember that buried services can be a danger when doing any renovation or landscape projects that involve shovels or post-hole augers hitting the ground.

There is often uncertainty regarding the location of underground services, as they may have been in place for many years.

"Homeowners often ask how deep they can dig without getting utility locates," Robert Morrison, co-chair of the Manitoba Common Ground Alliance, says. "Our answer is always the same – for any project, get locates before you start digging."

Nothing brings a spring yard project to a halt faster than

the discovery of a gas pipe, electrical line, or water pipe that nobody knew was there.

Because underground utilities may have been in place on your property for many years, it is easy for them to become out of sight and, therefore, out of mind. Forgetting about underground utilities when carrying out your spring plans that include any digging, can be fatal.

The first and foremost step that you need to take before starting any spring projects that involve digging is to get in touch with the utility owners, to locate underground utilities – no matter the size of the project.

"Homeowners who are looking to begin landscaping and outdoor renovation projects are required to visit 'Click Before You Dig Manitoba' to locate any underground utilities," Morrison stresses.

"Not only does this process protect your and your home, but also prevents damage to buried infrastructure and the loss of

essential services."

Contacting Click Before You Dig Manitoba is completely free, as well as the locate itself.

Once a request is made, utility owners will visit the site to mark (locate) underground cables or pipes in the area of the planned dig. They will mark the buried infrastructure and send you records which will help you understand what is buried in your property and so you are able to avoid that when you begin your renovation or landscaping project.

Learn more about Click Before You Dig Manitoba and how simple it is to request a locate.

To arrange a locate, visit Click Before You Dig Manitoba at clickbeforeyoudigmb.com.



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