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PALLISTER TELLS CANADA TO WATCH FOR THE MANITOBA 'MIRACLE'



The yardstick Manitoba needs to gauge progress toward economic 'miracle'

Premier Brian Pallister spoke passionately at the Manitoba Chamber of Commerce breakfast meeting Wednesday, about his objective to secure for Manitoba the reputation of 'most-improved jurisdiction' in his first term. The premier went on to say that, by the end of a second term, Canadians would be talking about "the Manitoba miracle."

All Manitobans should wish him success in these goals for our province's economy, for we succeed as well.

Premier Pallister acknowledged those goals required tough decisions – balancing the need to protect critical services, with the need to rein in spending – from a variety of departments and sectors that receive public funding. But, as he put it, they were 'the right thing to do.'

Continuing that theme, he said his government would base all its financial and fiscal decisions on evidence they were the right thing to do for Manitoba, its people and its economy.

And that, he noted, would guide his government's infrastructure investments which would be strategic, evidence-based investments made at the right time, and focused on the best economic return.

From a Manitoba taxpayer and industry perspective, I say 'hallelujah.' Long overdue.

The MHCA, in these pages, has often sent the message that strategic investment in core infrastructure is one of the most certain ways the public sector can enable economic growth, spur investment, create jobs and, thereby, grow the revenues needed to sustain our quality-of-life programs.

There is one yardstick, however, missing from the bank of information the public needs to be able to measure the progress of its government's policies. And that is the size, scale and scope of Manitoba's core-infrastructure deficit.

The MHCA sought this information over the past administration's 17 years in government, but it was never released. Yet it is key to measuring the progress of a key objective of Premier Pallister – making Manitoba Canada's most-improved jurisdiction.

Consistent with the Premier's commitment to do the right thing, his government should provide an assessment of 'Manitoba's core infrastructure deficit,' coupled with a 'sustainability strategy' flowing from it.

Core infrastructure for provincial purposes is described as its highways, streets, water/waste water, bridges, flood-protection and land-drainage assets. The Premier used this definition heading into the provincial election and has repeated it since.

The infrastructure investment deficit is the calculation of the investment required to bring to good condition existing infrastructure assets, and to build the new infrastructure necessary for a growing economy and population.

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CITY OF WINNIPEG RELEASES 2017 SCHEDULE FOR LOCAL, REGIONAL STREETS

Economic 'miracle' cont'd.

Without knowing the dollar figure attached to that "deficit," provincial core infrastructure budgets cannot be said to be addressing recovery, investment and growth-priority or sustainability objective(s). Nor can they be measured for progress and therefore be demonstrative of 'most-improved jurisdiction.'

In fact, 'freezing' capital-program levels in each of the next 4 or 5 years effectively reduces investment levels due to inflationary pressures.

The absence of this information, provincially, sits in stark contrast to Winnipeg's budgetary planning. Winnipeg's infrastructure deficit was publicly released in its 2011 Infrastructure Funding Council (IFC) report: the deficit, expressed in 2009 dollars, was calculated to be \$7.4 billion for existing and projected new needs, half of which are transportation-based.

In part arising from the IFC Report, Winnipeg's City Council launched in 2013, the Local and Regional Streets Renewal Program, funded by dedicated, annual 2% realty-tax increases – 1% to regional, and 1% to local streets – along with civic cash-to-capital contributions from general revenues, and contributions from other levels of government.

That allowed for a plan for taking the dedicated revenue streams (along with other related allocations) over a number of years to an investment level that would be "sustainable" – in other words at a level where annual program funding would not be in deep deficit. That is a 'sustainability strategy.'

Such a sustainability strategy allows the public to engage in an informed, constructive discussion about priorities and directions, aware of the extent of the challenge and the budget plans that are proposed to meet it.

Public discussion around provincial core infrastructure investment strategies has to include reaching sustainable levels of investment, based upon existing condition, projected new demands and underpinned by overall investment strategies that focus investing first in those areas that grow the economy, provide the best return on public investment.

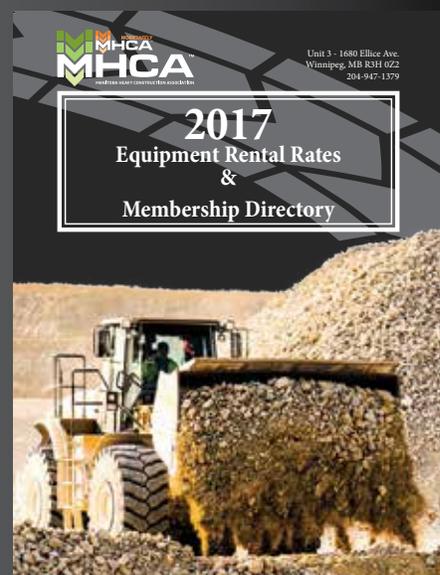
Manitobans need this crucial infrastructure deficit yardstick, from their provincial government, in order to engage in that debate.

Releasing a report on Manitoba's core infrastructure deficit is "the right thing to do."

Chris Lorenc is the president of the MHCA.

The 2017 Equipment Rental Rates and Directory is now available

Please contact our office at 204-947-1379 to learn more or to reserve any additional copies.





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Pallister tells Canada to watch for the 'Manitoba miracle'

The right infrastructure investments will help get us there, says premier

Canadians will one day be talking enviously about “the Manitoba miracle” when they look at how the province’s finances have improved and its economy has grown, Premier Brian Pallister said on April 19.

The premier spoke at a Manitoba Chamber of Commerce breakfast Wednesday, exactly a year since the election of his party to office, and just more than a week after releasing Budget 2017, this government’s second fiscal blueprint.

“For some, we’re not reducing the deficit fast enough,” Pallister told the sell-out crowd at the RBC Convention Centre. “There’s a balanced approach, and that’s what we’re doing.”

Pallister listed public services that declined in quality in the NDP’s 17 years of government – health care wait times longer than those in other provinces, and test scores of public school students that are much lower than those of counterparts in other provinces.

Meanwhile, spending rose and deficit-financing became the fiscal strategy, leading to a doubling of Manitoba’s debt.

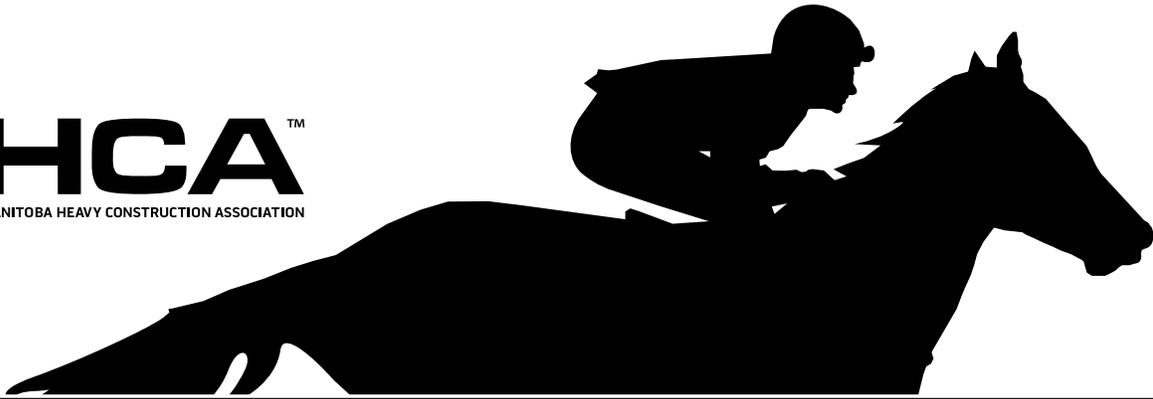
Pallister talked about cleaning up the post-party mess – how his government will move on, in a second term, from making Manitoba “the most-improved province” to growing the economy – the “Manitoba miracle.” He hit, specifically, upon strategic infrastructure investments.

“We’re looking to improve the way we make infrastructure investments,” he said, stressing that means “the right investment, in the right categories of investment done at the right time” for the best return on investment. “The heavy construction industry likes to hear political leaders talk about ‘strategic’ infrastructure investment,” said MHCA President Chris Lorenc, who sat at Pallister’s table. “The MHCA has pushed for that kind of decision-making for decades.”

Lorenc said those decisions need to be made in full knowledge of what is the current condition of transportation assets, what level of investment is needed to bring highways and corridors up to good condition, and what’s required in trade-enabling infrastructure so Manitoba can take advantage of new trade opportunities.



Source: twitter.com/brian_pallister



Spring Mixer

Wednesday, May 31, 2017

Assiniboia Downs - 3975 Portage Ave.

Reception: 5 p.m. | Dinner: 6 p.m. | Live Racing: 7 p.m.

TICKETS: \$92.50^{+GST} PER PERSON | TABLES OF EIGHT OR TEN

Company: _____

Number of Tickets: _____

Contact Person: _____

PAYMENT OPTIONS

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Visa/MC/AMEX #: _____

Exp. _____

Signature: _____

**To order tickets or for more information, please contact Christine Miller at
christine@mhca.mb.ca
ph: 204-947-1379 or fax: 204-943-2279**

As per MHCA board policy, only registrations cancelled up to five business days prior to the commencement of this event will be refunded.

Heavy construction industry lays out 2017 infrastructure priorities

Arising from the discussions prior to the tabling of the provincial government's Budget 2017, the MHCA submitted to Manitoba Infrastructure a number of its key priorities. The items, listed below, can help ensure infrastructure planning, procurement and investment work in the public's best interest, including through cost control and by reaping maximum value out of provincial funding levels. The MHCA urges MI to:

- Conduct an assessment of 'Manitoba's core infrastructure deficit,' coupled with an investment 'sustainability strategy' flowing from it. Such an assessment, released publicly, is required for Manitobans to know the extent of the infrastructure investment-deficit challenge, how best to address it and measure progress towards achieving funding sustainability
- Protect the department's highways capital budget, sitting at \$502 million this year, against inflation through incremental, annual increases

Further, we submitted the following requests to help ensure the Pallister government's infrastructure investment returns the greatest value to the economy:

- Commit to strategic investment -- not spending -- in infrastructure based, in part, on MHCA's 6 principles, to which Minister Pedersen committed at our November 2016 AGM:
 - Permanent program
 - Focused on investments that grow the economy
 - Embrace innovation including design, funding, procurement, maintenance and rehabilitation
 - Harness partnerships with the private sector to access ingenuity it offers
 - Ensure dedicated revenue streams associated with the program – predictability, sustainability
 - Annual review for adjustments and assurances of discipline to purpose
- Commit to fully access the New Building Canada Fund, through a negotiated agreement with Ottawa. There remains \$1 billion in funding, for federal-provincial works, for projects that must be approved by April 1, 2018
- Commit to eliminate/avoid any and all language, or proposed language, permitting the use of 'reprisal clause' conditions within all Government of Manitoba procurement, bidding and contract documents
- Seek ways to introduce service-delivery efficiencies in terms of what and how it now provides across Manitoba, including a heavier reliance on private-sector service delivery
- Address issues related to aggregate extraction: clarification of authority under the Municipal Act and Planning Act. If this item remains unaddressed, RMs effectively will be able to routinely deny applications to establish new pits and quarries. This has the effect of thwarting investment, job creation, and it will increase the cost of aggregates, which are foundational to virtually every public- and private-sector construction project in Manitoba
- Re-establish a consensus driven, multi-stakeholder task force to be chaired by Manitoba, (as it was in the past) consisting of: IMR, MI, Minerals & Mines, other provincial departments Manitoba may determine, AMM, the RMs of Springfield, Rockwood, Cornwallis, Hanover, and the MHCA, to consider the following topic areas:
 1. Review of the Quarry Rehabilitation Levy Program including:
 - a. the levy amount and a schedule for its periodic review
 - b. application of funds so collected
 - c. standards for and objectives of quarry rehabilitation
 - d. supporting process to initiate rehabilitation application
 - e. such other matters as may arise from the above
 2. Review and update the Community Enhancement Levy (CEL) proposal, adopted by consensus in 2013, including:
 - a. The levy amount and a schedule for its periodic review
 - b. Collection, distribution and accounting of funds due/received
 - c. Application of funds so collected
 - d. Such other matter as may arise from the above

The MHCA and the heavy construction industry look forward to co-operating with Manitoba Infrastructure and other departments on these priorities in 2017.



SAFE ROADS

SAFE Roads committee set to launch new campaign for spring



The SAFE Roads committee met on April 18 to discuss the upcoming spring campaign launch in Winnipeg and Brandon.

The goal of the campaign is to educate motorists and the general public in following respectful and safe driving practices – protecting the safety of construction, utility, emergency services personnel, equipment operators and others who work in or adjacent to our roadways.

This year’s campaign will introduce a new slogan, “I want to make it home, too! – Watch for signs and signals”. The new artwork for busses and billboards will now feature emergency response workers as well as construction road workers. Along with the bus and billboard ads, radio ads will also be running in both Winnipeg and Brandon.

The spring campaign launch will happen on May 10 in both cities. Public officials from the municipal and provincial government have been invited to speak at the launch.

The SAFE Roads committee would like to remind everyone to slow down around road crews and road-side emergency vehicles so that everyone can make it home safe.

Upcoming MHCA Meetings

MHCA Board of Directors
MHCA Office
April 26 - 12:00-4:00 PM

SAFE Roads
MHCA Office
September 27 - 12:00-1:30

Rental Rates Committee
MHCA Office
December 1 - 12:00-2:30

MHCA Executive Committee
MHCA Office
May 17- 12:00-4:00 PM

Rental Rates Committee
MHCA Office
October 6 - 12:00-2:30

MHCA Executive Committee
MHCA Office
January 17, 2018 - 12:00-4:00 PM

MHCA Executive Committee
MHCA Office
June 13 - 12:00-4:00 PM

MHCA Executive Committee
MHCA Office
October 25 - 12:00-4:00 PM

MHCA Board of Directors
Location TBD
January 24, 2017 - 12:00-4:00 PM

Rental Rates Committee
MHCA Office
August 25 - 12:00-2:30 PM

Rental Rates Committee
MHCA Office
November 3 - 12:00-2:30 PM

MHCA Executive Committee
MHCA Office
September 6 - 12:00-4:00 PM

MHCA Board of Directors
RBC Convention Centre
November 17 - 10:00-12:00 Noon

MHCA Board of Directors
MHCA Office
September 13 - 12:00-4:00 PM

MHCA Executive Committee
MHCA Office
November 21 - 12:00-4:00 PM



West coast shows the way

Peter G Hall, Vice President and Chief Economist

It's not what you're thinking. Typically, British Columbia is lauded for its rapid, multi-faceted, diversified export profile, and its particular attraction to fast-growing Pacific Rim economies. Those features are still all in place, but recent shifts in the makeup of world growth have had a marked impact on the profile of BC export growth. Is the province still the pace-setter when it comes to diversification? In what sense is the West Coast showing the way?

First and foremost, BC is still an export growth leader. In the post-recession period, it has consistently been at the top of the pack among the provinces, duking it out with Ontario and Prince Edward Island for top honours. It maintained that top-three standing even in the wake of the recent commodity price plunge, demonstrating impressive resilience, and was top-ranked in merchandise export growth in 2016, notching a 9% gain.

It sounds a lot like what we've come to expect from BC. At this point, most would conclude that it's probably the China effect. True, it has been in the past, but not this time. Actually, BC exports to China have stalled. Torrid growth from 2000 to 2013 took the province's trade with China from just 2 to 20% of its overall exports, and from 27% to two-thirds of its trade with emerging markets. But since then, merchandise exports to China have backed off slightly, resting for the last two years at a total of \$6 billion.

At the same time, growth to other emerging markets has actually moved ahead. Performance to these markets was turbulent in the immediate recession period, but it resumed solid trend growth in 2013 and hasn't looked back. India has been particularly interesting. Since 2009, it has averaged compound annual growth of 40%, not because of a volatile year or two, but due to consistent, stellar annual performance. Another standout market is Indonesia. BC's Indonesian exports faltered in the wake of the recession, but have catapulted back, racking up annual growth of 31% since 2013. BC is clearly leveraging the solid potential of these 'next' emerging markets.

Although less dependent than most provinces on the US market, it is still the dominant one for British Columbia. Thus, it should be no surprise that the real story behind recent success is exports to the US market. Revival in the lower-48 has been good to the province, with growth up almost 11% annually since 2012. Clearly the partial revival in the US housing market has had its benefits, as have an array of other key shipments of goods. Exports to European countries are more of a mixed bag; overall they haven't fared as well, likely mirroring the sluggish performance of the Continental economies. Even so, there's more than just hope for a turnaround in their nascent revival.

What about future growth? BC's trade diversification will pay dividends well into the forecast horizon. Budding trade with India and Indonesia sets BC up to benefit from what promises in both cases to be a very long run of expansion. But don't count out China; brighter times in the US and Europe will be good for China's exports, and an invigorated Chinese consumer class will be a global force to reckon with for a long time to come. The same is generally true for other emerging markets. Their collective longer-term growth potential will be much greater than for the average OECD market, suggesting a large organic element to BC's ongoing diversification.

Concurrently, commodity prices are expected to see a gentle lift through the forecast that will add to the swift rebound we saw in 2016. In large part due to our views of medium-term emerging market performance, there is an upside for commodities that bodes well for BC shipments to all destinations, but especially to hot-growth emerging markets.

This is exciting news, and there's a whole lot more to say. I'll soon be embarking on my cross-Canada Let's Talk Exports tour, and I hope you will be able to join me at one of our 13 locations, and notably our premium event at the EXCEerate conference in Vancouver on May 5.

The bottom line? Global growth is well-illustrated by the pattern of export growth in British Columbia. Some may argue that diversification is done; if anything, it has taken a back seat to the restart of growth; the numbers suggest it is bound to resume.



**Canadian
Construction
Association**

Construction Corner: E-gloves aim to protect workers from vibrations

Korky Koroluk, Daily Commercial News, April 13

It seems as though we're going to have e-gloves made from smart fabrics.

You might find it doubtful that a new sort of work glove, no matter how "smart," is capable of protecting construction workers from dangerous vibration levels. But the magic word nowadays is "sensors." They are in your phone, in your car, in your home humidifier, in all sorts of devices.

So yes, people are working on smart fabrics, like those used in the e-glove being developed at Nottingham Trent University in England.

Tiny sensors are knitted right into the gloves and aren't even visible. The gloves can be washed and worn without any damage to the technology they embody.

There are two researchers responsible for the gloves. One, Theodore Hughes-Riley, is a research fellow at the university. He's working on the sensors. The other is Tilak Dias of the university's School of Art and Design., where he leads the school's Advanced Textiles Research Group.

He's quoted in a news release from the university as saying that "by using smart textiles, it could be possible to detect with accuracy when a worker is exposed to damaging levels of vibrations and help prevent such conditions from occurring in the first place."

The idea is that when a dangerous level of exposure to vibrations is about to be experienced, a worker is alerted to stop.

During the last decade in England, more than 10,000 claims have been made for something called "vibration white finger" and the better-known carpal tunnel syndrome. The claimants are workers who regularly use power tools such as demolition hammers, hammer drills, chainsaws, sanders, grinders and any other tools that vibrate in a worker's hands.

Carpal tunnel syndrome is well known. It's a form of repetitive strain injury. Vibration white finger was new to me. It turns out that it is fairly well known as an industrial injury triggered by continuous use of vibrating handheld machinery. It is a disorder that affects the blood vessels, nerves, muscles and joints of the hand, wrist and arm and is said to affect tens of thousands of workers worldwide.

Vibration white finger can have several effects. There can be tingling, whiteness or numbness in the fingers with blood vessels and nerves affected.

At first it may only affect the fingertips and not be noticeable at the end of a day's work. But in more severe cases, whiteness can appear and move from the fingertips down to the knuckles.

With continued exposure, the fingers might turn red when exposed to the cold. And eventually there can be loss of manual dexterity.

All this is why workers using things like demolition hammers are wearing padded gloves. Best practices dictate that vibration exposure be assessed in terms of both acceleration amplitude and duration — how severe and how long. That's because using a tool that vibrates slightly for a long time can be just as damaging as using a heavy vibrating tool for a short time.

There are regulations about vibration of course and they vary from place to place, but the use of anti-vibration gloves is common. They're usually made with thick, soft material in the palm, but not all of them provide protection for the wrist.

Hughes-Riley says that "by lowering the risk of exposure to dangerous levels of vibrations, we can help improve the lives of thousands of construction workers around the world by helping them to prevent what can become a permanent industrial disease."

That would make wearing the gloves a smart thing to do.

Indigenous Engagement Best Practices Guide Available for All



**Canadian
Construction
Association**

The CCA Indigenous Engagement Best Practices Guide, published in October, was originally available on the 'Member Login' section of the CCA website. You can now download it from the 'General Publications' section at cca-acc.com/documents/general-publications without logging in. The purpose of this guide is to provide the construction industry, especially the small and medium-sized firms, with a proactive best practices approach to Indigenous engagement.



Breakfast with the Minister of Infrastructure

The MHCA is hosting a 'Breakfast with the Minister of Infrastructure', the Hon. Blaine Pedersen on April 24 and MHCA members are invited to attend.

This is an opportunity to hear the minister speak overall to the 2017-18 provincial budget tabled in the legislature on April 11, and in particular what it commits to the Manitoba Infrastructure highways capital program.

The Pallister government has committed to investing at least \$1 billion annually in core infrastructure, and no less than \$500 million annually in the highways capital budget. The MHCA has asked for confirmation that 'core' infrastructure continues to be defined as highways, bridges, flood protection, municipal roads, water and sewer, and strategic transportation infrastructure.

This is your chance to hear from and speak directly to Minister Pedersen, to talk about the challenges facing industry, your business in 2017, and the foreseeable future.

When: April 24

Where: Ellice Room

Holiday Inn Winnipeg Airport Polo Park
1740 Ellice Avenue

Cost: \$30 + gst / person

– includes a hot breakfast

Agenda:

7:30am – doors open

8:00am – welcome and breakfast is served

8:10am – Minister Pedersen's presentation followed by Q & A

To register, please contact MHCA Operations Manager Christine Miller, by email christine@mhca.mb.ca or by phone 204.947.1379

MHCA welcomes new members

The Manitoba Heavy Construction Association is pleased to welcome its newest member, **Air Unlimited Inc.**

Air Unlimited Inc. specializes in the sale and service of Chicago Pneumatic, Doosan, Generac/Magnum and Ingersoll Rand portable air compressors, generators, light towers, air and construction tools.

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Winnipeg, MB R2R 0J1
Ph: 204-958-6800
C: 204-918-6763
F: 204-958-6807
www.airunlimited.ca
kyle@airunlimited.ca





Make safety Job #1 on day 1

WORKSAFELY™ Back to You with Don Hurst

With the start of the heavy construction season comes the task of hiring new employees. For new workers, this simple act of arriving for the first day of a new job is bundled with risks – most are the safety issues that come with learning new work activities in a new environment.

It takes genuine commitment from everyone involved in a company to establish and implement a safe workplace for every employee. Anyone can write a safety “program”, but installing safety values and principles within your company and your employees should be an ever-evolving pledge in companies. This is especially critical when training new employees. A top concern of a safety orientation program is protecting new employees, but also for staff who have been assigned new tasks or jobs. Your safety orientation program should also be consistent with the requirements of your COR™ program. Safety takes precedence right from when an employee is hired.

So for all workers, put safety orientation at the top of the agenda for the first day on the job. Key points to cover are:

- Review who is responsible for what – detailing what employees, supervisors and owners are accountable for
- Review the basics of workplace hazards – explain what workers should do if they see a hazard or unsafe condition, and where to get first aid and who they should report injuries to
- Safe work procedures – instruct workers in specific safe work procedures that must be followed and provide training in those procedures.

For more information on worker orientations, please contact the WORKSAFELY™ advisor for your region or call 204-947-1379.

KNOW YOUR WORKSAFELY™ ADVISOR

Don Hurst, B.A., M.A. (Econ.)

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To contact your WORKSAFELY™ advisor assigned to your area, please see mhca.mb.ca/worksafely/know-your-advisor



SAFETY TALK

Shoveling /digging manual material handling

Manual material handling is one of the leading causes of strains and muscle injury throughout the heavy construction industry.

Explain dangers

The following hazards may result in strains or sprains:

- Ground instability
- Twisting your back when shoveling or digging
- Lifting heavy loads with a shovel
- Stretching to reach the material you are shoveling
- Bending while shoveling or digging for long periods

- No matter the material you are shoveling, always try to “skim off the top.” Do not pick up more than 10 pounds with any shovel at one time
- Avoid stretching and reaching
- Always select the right tool for the job; pay attention to blade type, handle length, and grip of shovel
- Take mini-breaks after 20-30 minutes of continuous shoveling or digging

Identify controls

These safe work procedures can protect you from injury:

- Face yourself in the direction you will throw the shoveled load and stand with feet apart, with one in front of the other to improve stability
- Allow your whole body to help, instead of just your arms and back

Demonstrate

Have the crew describe a few tasks where shoveling is required:

- Can shovel use be eliminated by mechanical means?
- Is the proper shovel available on the job?

Print and review this talk with your staff, sign off and file for COR™ / SECOR audit purposes.

Date: _____

Supervisor: _____

Performed by: _____

Location: _____

Concerns:

Corrective Actions:

Employee Name:

Employee Signature:

Training Schedule

**TO REGISTER,
PLEASE CONTACT:**
Kristen Ranson
kristen@mhca.mb.ca

WINNIPEG - MHCA Office
3-1680 Ellice Ave.

APRIL 2017

- 24 Train the Trainer
- 25 Auditor Refresher 1/2 day PM (no charge)

MAY 2017

- 3 Prime Contractor 1/2 day AM
- 9 Flagperson 1/2 day AM
- 9 Committee Representative Training 1/2 day PM
- 10-11 Traffic Control Coordinator
- 12 Excavation and Trenching 1/2 day AM
- 12 Auditor Refresher 1/2 day PM (no charge)
- 15-16 **COR™ Leadership in Safety Excellence**
- 17 **COR™ Principles of Health & Safety Management**
- 18-19 **COR™ Auditor**
- 30 Train the Trainer

JUNE 2017

- 9 Transportation of Dangerous Goods 1/2 day AM
- 12 Flagperson 1/2 day AM
- 12 Committee Representative Training 1/2 day PM
- 13-14 Traffic Control Coordinator
- 15 Excavation and Trenching 1/2 day AM
- 15 Auditor Refresher 1/2 day PM (no charge)
- 19-20 **COR™ Leadership in Safety Excellence**
- 21 **COR™ Principles of Health and Safety Excellence**
- 22-23 **COR™ Auditor**
- 27 Train the Trainer

City of Winnipeg releases 2017 schedule for local, regional streets

The City of Winnipeg has issued the *2017 Local and Regional Street Renewal Program - Advertising Schedule*. The schedule is on the MHCA website at <http://www.mhca.mb.ca/wp-content/uploads/2014/08/2017-Capital-Budget-Regional-Streets.pdf>

The MHCA has expressed to the city its concerns regarding the delay in the schedule's release this year. Its release was slower than for 2016's schedule, which itself was later than normal.

The association has pointed out and expressed concern about the fact the heavy construction industry is still awaiting release of the schedule from Water & Waste. Further, the late releases of the schedules underscore the need to work for improved procurement practices.

That Water & Waste schedule will also be posted on the MHCA website when it is available.

