

From the President's Desk

PLANNING ACT AMENDMENTS BALANCED



Chris Lorenc

Chris Lorenc

The MHCA is grateful to Municipal Relations Minister Jeff Wharton and departmental staff for the balanced and progressive amendments to the Planning Act, which flow from two years of intensive multi-stakeholder discussions.

Their cumulative effect for conditional use applications to establish a new pit or quarry, or vary conditions of existing operations, is the introduction of evidence-based decision making and right of appeal to the Municipal Board in the event of denial. We are also grateful to the AMM and its colleague municipalities for having participated in reaching consensus in many areas.

The Planning Act will now require Technical Review Committee reports to be part of the public record for consideration heading into conditional-use hearings. These should help enable informed discussion, and the ability to address local concerns whether related to community or land-use issues. Their use, over time, will help all involved understand the nature of aggregate extraction activities in Manitoba, and how critical they are to the ability of public and private-sector construction projects to be built as cost effectively as possible. They will help the public understand better the contributions to the local economy our industry makes.

And importantly, the changes give life to

The Mines Act, the objective of which is to ensure access to and extraction of aggregates in a manner consistent with the principles of sustainable development. Industry supports each of these objectives.

All of the above are measured, balanced approaches.

The story however does not end there. An outcome of the two-years effort was also establishing an ad hoc committee to advise the minister going forward on matters related to and associated with aggregate extraction in Manitoba. Among the areas that advisory committee will examine are adjusting the aggregate haul and mining license fees, and improvement to and funding of the provincial quarry rehabilitation program, which has since 1991 contributed significantly to rehabilitating spent quarries. The MHCA for years has championed updating rehab standards and rationalizing the dedicated extraction levy which pays for the work.

The committee consists of provincial departments, the AMM, the RMs of Rosser, Springfield, Rockwood and Hanover, and MHCA. We look forward to further collaborative work to ensure we, collectively, are part of the solution to challenges, and not the source of problems.

Legislative changes are never easy. We appreciate provincial government leadership on this file. We look forward to working with the AMM and the RMs, where extraction activities are hosted.

Chris Lorenc, MHCA President

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**PERFECT TIME TO
LOOK BACK,
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BACK TO YOU**

Public deserves input on infrastructure spending



Wayne Glowacki - Winnipeg Free Press Files

Chris Lorenc, Winnipeg Free Press, December 12

Manitobans are hearing a lot of talk lately about taxes. How they're collected, expended or the way they're reported in financial records.

And now, they'll see their rights to a referendum any time the province proposes a major tax hike clearly spelled out in legislation.

The Manitoba Heavy Construction Association (MHCA) thinks there is a role for a referendum. But it has to do with a certain tax-cut proposal.

The Pallister government promised in the 2016 election campaign to cut the provincial sales tax to seven per cent, from the current eight per cent, before its first term ended.

But why not consider giving Manitobans a real choice? Why not ask them if they want to roll back the PST to seven per cent, or leave it at eight per cent and dedicate the revenues of that one percentage point to an investment strategy that will grow the economy?

Last week, Premier Brian Pallister released the government's economic growth action plan. That plan was based on recommendations by an external consultation, provincewide, over many months.

A key recommendation in the Growing Manitoba's Economy report is that government "strategically invest in trade-enabling infrastructure, to advance growth and support competitiveness." The Angus/Gamey report noted that highways and roads are foundational to ensuring Manitoba can meet the challenges — and capitalize on opportunities — in a shifting global landscape in trade. Old deals get rewritten, new deals open doors.

We agree. The MHCA has been making this very case for many years now on Broadway. Our advocacy for sustained, strategic core infrastructure investment is tied to the principle that our investment priorities must be keyed to economic growth.

The premise of the Angus/Gamey report is that it's time to shift our thinking on, and the way government approaches, economic development.

Again, we agree — Manitoba needs to think broadly about the drivers of growth.

So, we need to openly discuss what might be viewed as provocative solutions to the challenges — and opportunities — we face, even if there is political discomfort in the process.

In a pre-budget 2019 submission to the premier this

fall, the MHCA proposed that trade and infrastructure be merged into a single ministry. That recognizes the shared ground of the portfolios.

The MHCA also recommended a rethink of the way the province currently invests in and funds infrastructure. We suggested it appoint an expert third-party panel to review all funding streams for the variety of infrastructure programs and craft a strategy that elevates those priorities with the greatest return to the economy.

Maybe the provincial investment strategy could be managed by an external utility of sorts, at arm's length to government. That strategy needs to be anchored by a transportation asset-management plan that assesses the condition of our roads and highways to know what it will cost to bring the system up to good condition.

We know that Manitoba's highways and roads need around \$6 billion in repairs.

With an asset-management plan in hand, the province could then craft annual and multi-year budget strategies — targeting a date to bring our whole transportation system up to good condition — that match revenues.

But how can Manitoba find that kind of revenue?

Let's ask the expert review panel to look at current revenue streams — dedicating the revenues from all taxes and fees currently levied on transportation to infrastruc-

ture renewal? — and potential new funding streams (mobility pricing?).

And talking about revenue streams brings us back to the PST.

One point of PST brings in almost \$300 million annually to provincial coffers. Why give up access to that revenue stream when the province is struggling to keep its highways in good repair? That magnitude of investment will give back immediately, by boosting the provincial GDP: a 2015 Conference Board of Canada report for Manitoba verified that for every \$1 the province invested in core infrastructure in 2014, \$1.30 was returned to the economy.

Investment in transportation infrastructure is a driver of economic growth because it puts trade on the road, efficiently. That underpins future prosperity.

So, let's have a referendum on the PST-rollback proposal. Let's ask Manitobans if they want to save one percentage point on their purchases, or keep the PST at eight per cent and dedicate \$300 million raised annually to boosting current funding for transportation infrastructure.

That, in our view, is a vote for economic growth.

Chris Lorenc is the president of the Manitoba Heavy Construction Association.



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Please save and return completed form to the MHCA office by email to christine@mhca.mb.ca or fax at 204-943-2279.

For more information, contact Christine Miller at 204-947-1379.

As per MHCA Board policy, only registrations cancelled at least six (6) business days prior to the commencement of this event will be refunded.

Federal capital cost allowance changes

In the 2018 Fall Economic Update, Federal Finance Minister Bill Morneau announced two key changes to accelerate tax depreciation, known as Capital Cost Allowance (CCA).

To learn more about the recent changes and the impact on depreciating heavy machinery, [click here](#) for an explanation from Pennock Acheson Nielson Devaney, Chartered Accountants.

MHCA welcomes new member

The MHCA is pleased to welcome its newest member:

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K Rents takes equipment rental to a whole new level of convenience, service, performance, and reliability. Their mission is to provide short-term rental solutions to customers throughout Western Canada.

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www.krents.ca

MHCA Committee Meetings

Rental Rates Committee

MHCA Office
December 17

MHCA Board of Directors

MHCA Office
January 23

MHCA Executive Committee

MHCA Office
January 16

CCA endorses governance renewal

Highlights from the November CCA board meetings in Ottawa

Welcome new board member

The Canadian Construction Association (CCA) board of directors and staff welcome Frank Perricone, representing the Ontario General Contractors.

Four important recommendations endorsed by the board

CCA to align with Canadian Construction Innovations (CCI)

Further to the May board meeting, the working group chaired by Kevin McEvoy delivered a business case for the board's approval. CCA has committed in its mission to "inspire a progressive, innovative and sustainable construction industry that consistently acts with integrity". CCA also included "innovation" as one of our four core values. CCA's new strategic plan says: "We are open to new building and business practices and share this passion for innovation with our members". Leveraging Canadian Construction Innovations (CCI) as a vehicle to advance CCA's strategic plan will accelerate the member value we can deliver.

Governance renewal recommendations endorsed in principle

An education session was delivered on best practices in governance as context for the discussion that followed on the findings and recommendations of CCA's governance culture, practices and policies. While CCA will seek to optimize its board structure, it will also identify new ways to better engage with members, partner association chief operating officers (COO) and stakeholders. The following recommendations were endorsed in principle, with a commitment to strike a working group composed of CCA board directors, COOs and stakeholders. The group's mandate is to review and make recommendations on CCA's board size and composition.

To modernize CCA's governance, it is recommended that CCA:

- Significantly rationalize number of people on the board;
- Develop a stakeholder engagement strategy that leverages members & key stakeholders;
- Clarify & document what is board vs. operational;
- Assess performance requirement of all structures and groups in delivering member-focused value;
- Establish clear performance criteria and evaluation protocols for all/any remaining structures;



**Canadian
Construction
Association**

- Introduce a composition practice including competency and diversity considerations.
- Establish clear protocols for director candidacy and election;
- Ensure all elected directors receive sufficient orientation and training;
- Establish performance criteria and evaluation protocols for all directors; and
- Establish dedicated group to lead governance changes.

2019 plan and budget approved with a 2% increase for member dues

CCA staff and leadership have worked closely together to advance the strategic plan in 2018 while eliminating the original budgeted deficit. In 2019, a balanced budget is in place and will build on the momentum from 2018 successes. Some new initiatives will include a renewed commitment to innovation and technology through the alignment with CCI, enhanced advocacy as we move into an election year, better promotion of valued services like Gold Seal and Canadian Construction Documents Committee (CCDC) documents as well as a joint campaign with local associations to strengthen our community outreach.

Institute for BIM in Canada to dissolve as a special committee

As reported at the May Board meeting, CCA has been having discussions with buildingSMART Canada (bSC) to complete their transition to independence. Given that the Institute for BIM in Canada's (IBC) purpose was to provide oversight to bSC and that bSC is now a separate not-for-profit, there is no longer a requirement for this special committee.

Hill Day a resounding success

Close to 100 CCA directors, members and COOs participated in an evening reception followed by a full day of around 100 meetings with MPs, Senators and senior staff to present CCA's key messages of:

- Investor confidence in Canada
 - » CCA has asked the federal government to take the necessary steps to collaboratively move forward with the Trans Mountain expansion project.
 - » CCA is monitoring progress on the Canadian Environmental Assessment Act and engaging with the government to ensure proposed measures are not be a source of delays or undue red tape.
 - » A number of our members are being affected by the steel and aluminum tariffs.
 - » An amendment to the federal insolvency legislation would allow money earned by construction companies to stay in the project stream rather than go to creditors.
- Inclusive workforce
 - » CCA is concerned that community benefits may lead to an unpredictable, unfair and opaque procurement process.
 - » Funding CCA's request for student-integrated learning program for STEM students, jointly conducting benchmark research on perceptions and continued funding for apprenticeship
 - » program and streamlining the security clearance process are of higher priority for the industry than Bill C-344 that requests after-the-fact reporting on community benefits.
- Innovation
 - » The Canadian construction industry lags other leading countries in productivity. At the same time, there are opportunities to reduce waste and generate new sustainable materials or better processes. CCA is developing an industry-generated priority list for R&D which would lead to creating partnerships and submission for funding.

Three motions in support of advocacy approved

1. CCA staff will develop a policy on the ban of foreign funding for registered advocacy groups
2. CCA will fund \$10,000 to co-fund the continuation of the Cote reprisal case
3. A taskforce will be created to address the trust and solvency issue



REGISTER NOW

Industry-based safety program council formed

Six Manitoba industry based safety programs, along with their host organizations announce the formation of the IBSP Council.

The IBSP Council has been established with the express purpose of collaboratively advancing consensus driven provincial prevention initiatives. This newly formed Council between the six existing IBSPs, along with the support of their host organizations, will advance workplace safety prevention initiatives in the province of Manitoba.

Ron Koslowsky, Manitoba Vice President, Canadian Manufacturers & Exporters adds:

"The mission of the IBSP Council is to partner with the WCB, SAFE Work Manitoba, Manitoba Employers Council and related stakeholders, in supporting workplace injury prevention and safe return to work initiatives through strategies, education and training services, delivered by industry led and funded Safety Programs."

Winston Maharaj, President and CEO, Workers' Compensation Board of Manitoba adds:

"This new council of IBSPs supports the development and evolution of safety and health programming in the province, by providing a common voice of their representative employer groups. The service that IBSPs provide to employers in their industries is a critical component of the strategy to reduce workplace injury and illness in the province."

The WCB fully welcomes the formation of this collaborative initiative. An industry led, industry funded and industry driven IBSP Council will undoubtedly prove to advance achievements in Workplace Injury Prevention and Return to Work objectives in our province."

IBSP Council Founding Members are as follows:

The Construction Safety Association of Manitoba and parent organization Winnipeg Construction Association

Made Safe and parent organization Canadian Manufacturers & Exporters

Manitoba Farm Safety Program and parent organization Keystone Agricultural Producers

RPM and parent organization Manitoba Trucking Association

S2 Safety and parent organization Manitoba Motor Dealers Association

WORKSAFELY and parent organization Manitoba Heavy Construction Association

*For more information about the IBSP Council, please contact:
Mike Jones, Chairperson mike@constructionsafety.ca*



A big bit of Christmas comes early to David Livingstone School

Santa came a bit early to David Livingstone School on December 7, with help from the elves at the MHCA who unloaded the sleigh, delivering toys and treats to about 100 pupils in Grades 1 to 4.

"Girls and boys, Rudolph told me you have all been extra good this year so we decided to dash to Winnipeg to help get you into the holiday spirit," Santa was heard to say over the din of excited chatter in the school's gymnasium.

The children sang 'Jingle Bells' to make sure Santa found his way to them. They dug into pizza and treat bags while awaiting the call to meet the jolly old bearded one himself. (Santa seems to have been resisting sweets and treats as he looked trimmer this year, his big black belt cinched extra tight!)

When all the children had their gifts, they tore off the silvery wrap – Air Pens Spray Art kits, Monster trucks, Monster High dolls, Frozen dolls, Ninja Turtles games, Garage playsets, and My First Villa toys!

The Christmas gift to the school, an iPad, was presented to Principal Tim by MHCA's principal elf – Jocelyn, Santa's No. 1 project manager for the annual Heavy Santa event. "We are a part of the learn-to-read program and on average the reading levels have gone up every year," Principal Tim said. "This (iPad) will help greatly with this."

Santa received help in buying materials to cobble together the presents at the North Pole through fundraising at the MHCA's Curling Bonspiel, Spring Mixer and Chairman's Gala.



Jocelyn presents Principal Tim with an iPad for the school





Perfect time to look back, plan ahead to stay safe Back to you

Don Hurst
Director of WORKSAFELY™
Education and Training

The end of year presents the perfect opportunity to reflect on accomplishments achieved through your safety and health program. Looking back on safety performance in the last year can help set goals for 2019. Is your safety and health program as robust as you would like it to be?

Where are you now as a company in health and safety, and where do you want to be this time next year?

Items to review are:

- Your health and safety policy; it should be the basis of your company's safety and health action plan.
- Do your employees have the training they require?

- Are you monitoring progress – for example, by inspecting the workplace regularly or investigating accidents or 'near misses' – to learn from your mistakes?
- Have you set a date to review your safety and health performance against your plans?

Remember, your advisor is an excellent resource for you when reviewing your safety and health program. Please contact your regional advisor for any questions you may have, or for any training you may require. WORKSAFELY is here to assist your company to go from 'good to great' for safety performance.

KNOW YOUR WORKSAFELY™ TEAM

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

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SAFETY

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Winkler R6W 4A4
Trainer: Ed Gregory

Brandon

January 14-18, 2019
St. John's Ambulance
Shoppers Mall, 1570 18th St
Brandon R7A 5C5
Trainer: Gerry McCombie

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2 days COR™ Leadership in Safety and Excellence
1 day COR™ Principles of Health and Safety Management
2 days COR™ Auditor Training

REGISTER NOW

Contact **Kristen Ranson** at **204-594-9056** or **kristen@mhca.mb.ca**



Training Schedule

Construction Safety Excellence™

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

WINNIPEG - MHCA Office 3-1680 Ellice Ave.

January 2019

- 8 Train the Trainer - Facilitation Skills
- 10 Winter Roads Safety (1/2 day AM)
- 10 Emergency Response (1/2 day PM)
- 14-15 COR™ Leadership in Safety Excellence**
- 16 COR™ Principles of Health & Safety Management**
- 17-18 COR™ Auditor**
- 23 Flagperson (1/2 day AM)
- 23 Safety Committee/Representative (1/2 day PM)
- 24 Excavating & Trenching (1/2 day AM)
- 24 Auditor Refresher (1/2 day PM)
- 29-30 Traffic Control Coordinator

February 2019

- 5 Managing Impairment in the Workplace (1/2 day AM)
- 11-12 COR™ Leadership in Safety Excellence**
- 13 COR™ Principles of Health & Safety Management**
- 14-15 COR™ Auditor**
- 20 Train the Trainer-Facilitation Skills

March 2019

- 5 Flagperson (1/2 day AM)
- 5 Safety Committee/Representative (1/2 day PM)
- 11-12 COR™ Leadership in Safety Excellence
- 13 COR™ Principles of Health & Safety Management
- 14-15 COR™ Auditor
- 19-20 Traffic Control Coordinator
- 27 Excavating & Trenching (1/2 day AM)
- 27 Incident Investigations (1/2 day PM)

BRANDON St John Ambulance

January 2019

- 14-15 COR™ Leadership in Safety Excellence**
- 16 COR™ Principles of Health & Safety Management**
- 17-18 COR™ Auditor**
- 30 Train the Trainer-Facilitation Skills

February 2019

- 5 Flagperson (1/2 day AM)
- 5 Safety Committee/Representative (1/2 day PM)
- 6 Excavating & Trenching (1/2 day AM)
- 6 Transportation of Dangerous Goods (1/2 day PM)
- 11-12 Traffic Control Coordinator
- 20 Auditor Refresher (1/2 day AM)

WINKLER Quality Inn - 851 Main St.

January 2019

- 21-22 COR™ Leadership in Safety Excellence**
- 23 COR™ Principles of Health & Safety Management**
- 24-25 COR™ Auditor**



SAFETY TALK

Winter road hazards

Winter weather can be unpredictable and dangerous. Getting caught in Manitoba winter storms while driving can be deadly if you aren't prepared.

What's the danger?

Driving when the temperature turns frigid and snow and ice make roads treacherous can see you spinning out of control and into barriers, oncoming traffic, light standards, etc.

Slick, impassable roads and decreased visibility can leave you stranded and scared, with no idea when help might arrive.

In an incident, if you are unprepared, the cold can set in and result in frostbite, hypothermia and even death.

How to protect yourself

Prepare for travel by knowing how to drive safely in winter.

- Make sure your vehicle is in peak operating condition. This can include winter tires, having appropriate engine oil and fluids, functioning heaters, etc.

- Watch the weather. Delay travel when bad weather is expected and if you must leave, let others know your route, destination and estimated time of arrival.
- Use your seat belt whenever you get into a vehicle.
- Be alert and well-rested when driving in adverse conditions.
- Accelerate and decelerate slowly.
- Drive cautiously and increase your following distance when road and weather conditions are bad.
- Do not use cruise control on snowy or icy roads.
- If you do start to skid or slide, ease off the accelerator and look and steer firmly but gently in the direction you want the front of your vehicle to go.
- Always have an emergency roadside kit stocked and at hand in your vehicle.

What would you do?

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

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Supervisor: _____

Location: _____

Concerns: _____

Corrective Actions: _____

Employee Name: _____

Employee Signature: _____

Industry slams Trudeau on 'gender impacts' comment about male construction workers

Prime Minister Justin Trudeau speaking at the G20 Summit in Argentina



Angela Gismondi, Daily Commercial News, December 6

A comment made by Prime Minister Justin Trudeau at the recent G20 Summit in Argentina has caused a stir in the Canadian construction industry, with several stakeholders taking to social media to voice their views and opinions on the matter.

During a panel discussion with members of the G20 Business Women Leaders Task Force, which focused on how to increase women's participation in the economy, Trudeau said, "Even big infrastructure projects, you know might now say, 'well, what does a gender lens have to do with building this new highway or this new pipeline or something?' Well, you know, there are gender impacts when you bring construction workers into a rural area. There are social impacts because they're mostly male construction workers. How are you adjusting and adapting to those? That's what the gender lens in GBA (gender-based analysis)-plus budgeting is all about."

The comment drew criticism from the industry, with many expressing their disappointment on Twitter.

"The construction industry has been working very hard to be inclusive," said Canadian Construction Association (CCA) president Mary Van Buren. "Our members from across the country employ women, Indigenous, new Canadians, youth and apprentices among others. They do a lot of good in their communities and on the jobsites."

"Prime Minister Trudeau's regrettable remarks only serve to reinforce the negative stereotypes and it also undermines our efforts to attract more people to the industry at a time when there is also a workforce shortage. The government is planning to invest \$180 billion in infrastructure and we're working hard to attract workers to the industry including underrepresented segments."

Following the comment, the CCA tweeted "Our president @MaryVanBuren would be happy to discuss how #CDNConstructionGives with Prime Minister @JustinTrudeau."

The #CDNConstructionGives has had over 1.5 million mentions, added Van Buren.

The short clip circulating on Twitter does not reflect the entirety of the panel discussion, a spokesperson for the Prime Minister's Office told the Daily Commercial News.

"The panel discussion was really about how our government is taking steps to ensure that gender is considered in a variety of ways when designing policies," the spokesperson said. "One example was in terms of child care policies, another example was in terms of construction, but what he was talking about more broadly was the fact that if you want more women to work in trades and in construction settings then the policies, and however we develop those policies, have to be inclusive and understanding of the fact that more needs to be done to ensure that there are more women in these sectors but also that they stay in these sectors once they get there."

On his Twitter, Jason Kenney, leader of the United Conservative Party in Alberta, showed a post from his Facebook page from Tamara Mack Robbins, whose husband oversees a crew in the natural gas division in Alberta.

"He sacrifices for our family by being out of town for work, staying in hotels with his crew throughout Alberta," reads the post.

"For Mr. Trudeau to even suggest these crews are not welcome or a danger in rural communities is absurd... There are many careers across this great nation that has spouses travelling away from home for work...these workers he refers to are our husbands, sons, brothers and yes, sisters."

Sean Reid, vice-president and regional director of Ontario, for the Progressive Contractors Association of Canada tweeted: "It is highly disappointing to hear our Prime Minister propagate such a negative and misleading image of Canada's construction industry on foreign soil."



Surprise of the year: Stronger pact

By Peter G Hall, Vice President and Chief Economist

With 2018 drawing to a close, it is time for my annual 'Surprise of the Year' Commentary. Given the sheer number of shocks experienced this year, it might be a bit too soon to write this issue; there are still two weeks left, and there's no telling what might happen. A shock-weary world probably hopes to get a break. Assuming relative quiet for the rest of December, can we narrow down this year's surprise to just one issue?

That's a tall order; the list of high-impact events goes on and on. Take CUSMA: the negotiations provided high drama that at times had Canadian exporters palpating. Some were shocked by the inking of the agreement, which followed a stream of high-level acidic rancour. But all along we maintained that there'd be a deal – so we weren't surprised by the schtick, or the signing.

How about the US-China tariff spat? This is a situation with more serious potential consequences for the global economy. If the measures are a shock, the players aren't; the US has long held that its perpetual trade deficit was in the crosshairs of this administration. So, is it an impasse? Recent talks at the Buenos Aires G20 meeting seemed to indicate movement. Meanwhile, China's nascent interest in the CPTPP, a deal that addresses many of America's trade grievances, adds hope for resolution. Again, the devices are more of a surprise than the direction.

Then there's Brexit, irresolute as the end-date looms. Agreement here

would be a major accomplishment, vaulting it to top choice; but alas, the odds are not favourable. As high as the stakes are, this one comes down to a multi-front coin toss: no matter how it's sliced, opinion for and against is about a 50-50 split. Britain's drift to the deadline was and is largely predictable.

Key elections raised eyebrows this year. The mid-point of 2018 saw AMLO capture the Mexican presidency and also legislative majorities. A few months later, Brazil about-faced by electing Bolsonaro. The US midterms wrested the House from the Republicans, promising the Administration additional legislative drama for the rest of this mandate. Germany's reign-ending message to Merkel throws Europe's anchor tenant into a bit of disarray. Shocking outcomes? Somewhat, but they each telegraph an abiding frustration with systems that have not addressed the core concerns of ordinary people.

Interest rate increases roiled emerging markets this year, revealing the ones that over-leveraged themselves in the decade of easy liquidity. Turkey and Argentina were under the financial market microscope, and both have managed to dodge its full wrath, but for others, there is likely more to come. Although this is unsettling, it was bound to happen at some point, and shouldn't really have come as a surprise.

The retail revolution continued this year. Bricks-and-sticks operations gave increased ground to the online set with the fall of America's iconic Sears marque from its perennial perch near the top of the retail heap. Wal-Mart, the current number one, is taking note. It's transformational stuff, but hardly new.

Concern about slippage on the environment is animating the COP24 summit in Poland, due to close to-

morrow. Traction is complicated by US dissent. Canada finds itself conflicted, eager to meet emissions targets but also to assist an energy market in a crisis of access that has pummelled domestic prices. A critical moment, but hardly an out-of-the-box development.

None of these events alone trumps the others for top spot. There is, however, a thread that connects them: globalization. Whether it's the immigration laws of large trading blocs, global corporate concentration, revealed corruption, the complications of a stretched-out cycle, infrastructure needed to access foreign markets, attempts to reset tilted trade tables, or environmental sustainability, all are connected to globalization. The big shocker? Thus far, actual policy changes, like CUSMA, don't undermine, but actually reinforce globalization. And if early signs are anything to go by, so will the China-US tariff-tiff. Add in a Brescue, not totally out of the question, and we are on a roll.

The bottom line?

To most people, nascent strengthening of globalization, however tenuous, is a huge surprise. Will it continue? Time alone will tell. But maybe an equally big surprise will be a peaceful end to a chaotic year, one that enables us to down tools, rest and enjoy family time over the holidays. Which makes this a great time to wish you Happy Holidays, a Merry Christmas and a very Happy New Year!



Celebrating 75 **GROUND BREAKING** years in 2018

WELCOME TO COUNCIL; HERE'S WHY INFRASTRUCTURE IS TAXPAYERS' NO. 1 PRIORITY

Every new city councillor gets a crash course in civic governance, from the how's and why's of city hall, to the ethical code for public office holders. But, a newbie's education starts long before the name plate goes up on the door. It began at the constituents' doorsteps, on the campaign.

That's where taxpayers, face to face, outline their concerns, and repeatedly Winnipeg's streets top the list.

Portage and Main got a lot of attention during the election campaign, but it's not the prime infrastructure concern of taxpayers. And, like Portage and Main, infrastructure is more complicated than what appears on the surface. Fixing those potholes, a metaphor for crumbling infrastructure, demands a deeper look at what ails our roads, back lanes, sewer and water network and bridges — our core infrastructure.

Settle in, councillors: here's a core infrastructure primer to ensure you're ready for the budget debates just weeks away.

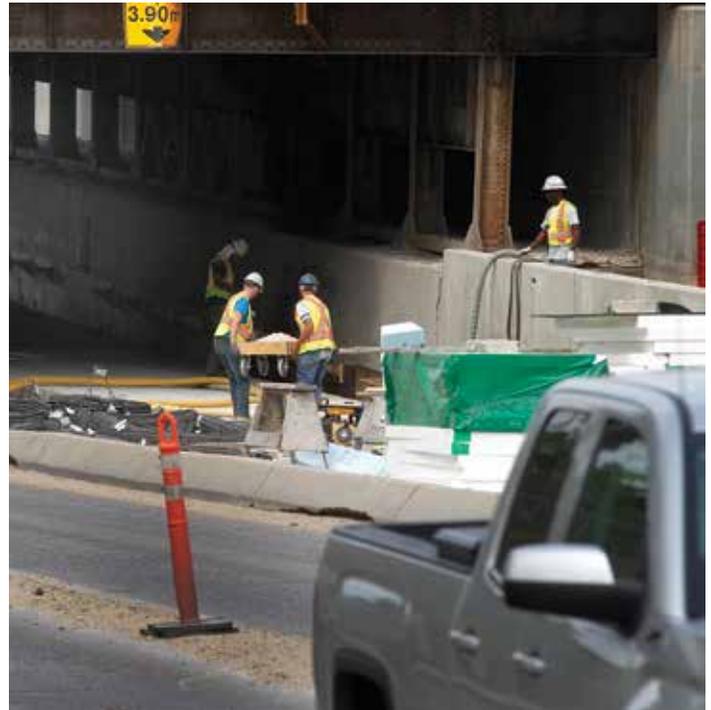
#1 THERE'S MORE THAN MEETS THE EYE:

As with the Portage and Main debate, solutions are not superficial. Patching potholes, or making a quick fix of a broken sewer pipe, just puts off the real work.

All of our infrastructure assets have a "best-before" date. Ensuring the full life-cycle is taken up is why good, timely repairs are central to the local and regional street renewal program. A life-cycle approach makes sure people and business move safely and efficiently on our streets — that's our economy in motion, daily. The economic imperative is why property owners pay 2% increases to their municipal taxes each year, raising \$11 million in revenues specifically to boost the city's contributions to the Local & Regional Street Renewal budget line, annually.

#2 PLANNING IS CRITICAL, FINANCIALLY AND LOGISTICALLY:

We must plan to invest, otherwise it's like throwing money at a problem. What's the problem? Beyond potholed roads — again, the 'deeper' issue — is the fact that Winnipeg has not been so good at asset management. Past years of inadequate maintenance in our streets, roads and sewer and water pipes meant things began to crumble. We're playing an expensive game of catch-up now. The infrastructure investment deficit — the gap between what is and what must be budgeted to bring our core



infrastructure to good condition — is \$3.8 billion, over the next decade.

Like any investment, we need a strategy to look after our infrastructure. The strategy is in the way we forecast sufficient budgets to meet the need (see above: deficit) and ensure we get the biggest return for our dollar. Then, the city needs to award contracts to construction companies early enough to make the most of a short season — that's called 'procurement' and it depends on planning projects ahead, internally, so they can be pulled off the shelf when council approves annual budgets, or the program runs a surplus.

#3 KEEP YOUR EYE ON THE BALL:

Back to the 2% dedicated annual tax hike for local and regional streets. The city set, in 2013 and 2014, a special levy for streets because Winnipeg's infrastructure was crumbling, and there was no good plan to address it. Council approved the tax hit, predicated on a strategy outlined at the time to resolve the infrastructure gap by 2022.

As noted by the recent 2018 State of the Infrastructure Report, we have a lot of work to do yet. The city streets,

in particular, got a C+ grade for condition. City councils in the past didn't always stick to the plan. Despite revenue increases of \$10 million+ from the dedicated tax, there were years when there was no increase to the local and regional streets program.

Now we're hearing that Winnipeg's done enough, that increases to date have been sufficient and other priorities, such as community centres and recreation facilities, should move ahead of streets.

We have been here before. When city council feels current investment is 'good enough,' the infrastructure gap widens. Deficit becomes a huge hole.

The original policy plan said sustainability required an investment of \$80 million annually by 2022 for local streets, and \$60 million for regional roads. This year, the city invested \$60 million and \$56 million, respectively. And while the recent federal government commit of \$100 million over the next five years for regional roads is progress, it has an expiry date. How will Winnipeg hit its

2022 targets for the total program? What is the plan for the following five or 20 years?

#4 KEEP THE PROMISE

Any aspiring councillor knows that taxpayers' No. 1 concern is our streets. Each of Winnipeg's councillors, in a questionnaire returned to the Manitoba Heavy Construction Association prior to Oct. 24, said infrastructure is among their priorities, too. Some said it wasn't No. 1; we respect that.

But, if city council decides current infrastructure budgets are good enough, we will quickly dig ourselves into a deep, dark hole. More like a sinkhole, than a pothole.

We have a plan — backed by \$11 million in new city revenue dedicated for local and regional streets. Stay with the plan, keep the promise. Ensure council approves \$11 million more from the city's own-source contributions for streets, every year.



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THE GOLD STANDARD IN CONSTRUCTION MANAGEMENT

L. Chabot Enterprises vice-president Nicole Chabot is among the more than 8,000 construction professionals to earn Gold Seal Certification since the program was established in 1991.

When Nicole Chabot tells you she has the Gold Seal of approval, she's not messing around. The vice-president of L. Chabot Enterprises is one of a growing number of managers, owners and executives to obtain Gold Seal Certification, a nationally recognized program in construction management.

Delivered in partnership with the Manitoba Heavy Construction Association (MHCA), the program is designed for project managers, superintendents, estimators, construction safety coordinators and owners of projects in general contracting, electrical contracting, mechanical contracting, specialty trades and road building and heavy construction.

Working in the family business since 1994, Chabot developed the company's safety program about six years later to earn COR™ certification.

As others had done before her, she wanted to increase her knowledge, education and training so getting the Gold Seal Certification was the next logical step.

"I felt it was a good fit for me. My father is also a Gold Seal professional. I feel it presents a high standard in terms of commitment and wanting to truly be a part of your industry," she says.

Gold Seal Certification can be undertaken by an individual at a company but not by the company itself. Anybody looking to become certified has to have experience in the industry, complete the educational component, have their skills and abilities endorsed by their employer and

pass an exam.

Chabot says completing the program has made her a better manager, particularly when it comes to safety, and the company benefits as a result.

"It makes you better than you were. It forces you to take education and training and have involvement in your industry that you wouldn't otherwise," she says.

Safety has changed "by leaps and bounds" over the last 20 years thanks in large part to the buy-in from employees, she says.

"It was a real uphill battle at one point. You were working with a lot of guys in their 50s and 60s who said, 'We've always done it this way, why would we have to change?' People understand better now, there is better compliance and there has been tremendous education in the industry, like at MHCA. (Safety) isn't being imposed on you, you're part of it for the betterment of everyone."

Chabot doesn't think that getting a Gold Seal Certification will result in any new business coming her way. It does, however, show that an organization supports programs that further the skills and abilities of its people.

"It demonstrates commitment on the individual's part but also that the employer values the education and training of their employees and supports them getting Gold Seal-certified."



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STRONGER FOCUS ON INDUSTRY PROGRAMS EXPECTED IN NEXT WORKPLACE INJURY PREVENTION PLAN



Don Hurst, director of MHCA WORKSAFELY™, Education and Training.
PHOTO BY DARCY FINLEY

Making Manitoba a leader in workplace safety and injury prevention will require stronger support from SAFE Work Manitoba for industry-based safety programs, a consultant's review has found.

MNP released on Oct. 23 the results of its review of the last five years of work by SAFE Work Manitoba (SWMB), the arm of the Workers Compensation Board created to deliver its initial five-year injury prevention program.

With the first term drawing to an end, WCB hired MNP to assess the effectiveness of SWMB's initiatives. Overall, the response from industry and labour stakeholders was that SWMB has been effective as a resource, in promoting the development of more industry-based safety programs (IBSPs).

"Stakeholders generally agreed that there is an important role for SWMB in public awareness and standards," the MNP report noted.

But it added, "Delivery of actual programming should be

done by IBSPs, industry and other Manitoba organizations." Further, there is work yet to be done to improve communication and engagement, specifically with individual industry-based programs such as the Manitoba Heavy Construction Association (MHCA) WORKSAFELY™ program.

The MHCA met MNP in January, and stressed that the next five-year plan must strengthen the effectiveness of province-wide injury and illness prevention by focusing on industry-driven and delivered programming and services. The MHCA emphasized the need for SAFE Work Manitoba to:

- Support existing industry-based safety programs
- Shift its marketing away from SWMB to emphasize prevention and industry-based programs
- Simplify administration — rebates and reporting; promote sustainability of existing industry-based programs
- Promote COR™/SAFE Work Certification as a requirement for government contracts
- Support the industry-based delivery of return-to-work training programs.

"We are pleased that the findings of the MNP prevention review strongly reflect the input received from MHCA and other stakeholders, including other industry-based safety associations," said Don Hurst, director of MHCA WORKSAFELY, Education and Training.

The next five-year strategy is intended to refine the emphasis of injury prevention and to make Manitoba a leader in safety prevention. In line with stakeholder feedback, MNP has advised WCB to focus on:

- Clarifying SAFE Work Manitoba's role— focus on setting of standards, leave program delivery to industry-based safety programs to avoid duplication
- Targeting gaps, such as vulnerable workers
- Shifting communications away from SAFE Work certification to increasingly promote IBSPs
- Simplifying administration and reporting
- Improving SAFE Work Manitoba's engagement with industry-based safety programs
- Enhancing return-to-work programs
- Strengthening performance measures and targets for SAFE Work Manitoba.

With the MNP recommendations, the WCB Board will now provide direction to SWMB on the focus for the next five-year injury and illness prevention plan.

"We look forward to the next five years, particularly measures that more strongly support the delivery of prevention initiatives through industry-based safety programs, such as WORKSAFELY," Hurst said.



Your Voice Heard

The Manitoba Heavy Construction Association (MHCA) is the voice of Manitoba's heavy construction industry, promoting sustainable municipal infrastructure development, sustained investment in core infrastructure, and seamless, multi-modal transportation systems.

We want your voice to be heard. If you have any questions or suggestions regarding our industry, the MHCA, or the services that we provide, contact us directly by visiting our website www.mhca.mb.ca or calling 204-947-1379.





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- Road building and heavy construction
- Specialty trades.

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