

**WCRHCA****WESTERN CANADA ROADBUILDERS &
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**Western Canada Roadbuilders & Heavy Construction Association
Annual Meeting & Reports
February 18, 2004**

Table of Contents - Attachments

<u>Document</u>	<u>Page</u>
1. Annual Meeting Agenda	2
2. Minutes of the March 11, 2003 Annual Meeting	3
3. National Reports:	
a. Canadian Construction Association - Tom Brown, Chair CCA	5
b. TRIP/Canada Report – Jeff Morrison/Frank Rizzardo	7
c. TRIP/Report – Throne Speech – Jeff Morrison	9
d. Gold Seal Report – Terry Brown, Chair Gold Seal Committee	10
4. Provincial Reports:	
a. British Columbia Roadbuilders & Heavy Construction Association	12
b. Alberta Roadbuilders & Heavy Construction Association	14
c. Saskatchewan Roadbuilders & Heavy Construction Association	16
d. Manitoba Heavy Construction Association	18
5. WCR&HCA Outgoing Chair Report – Frank Rizzardo, (BCRBHC)	20
6. Passing of the Gavel - Introduction of 2004/05 Chair – Cal Moon, (MHCA)	---
7. Introduction of 2004-2004 WCR&HCA Board of Directors	25
8. Incoming Chair Priorities Presentation – Cal Moon, (MHCA)	
27	
9. New Business	---
10. Adjournment	---



2003 Annual Meeting & Provincial Reports
Western Canada Roadbuilders & Heavy Construction Association (WCR&HCA)
9:30 – 11:30 am Wednesday, February 18, 2004
The Fairmont Orchid Resort, Kona, Hawaii, USA
AGENDA

1. Call meeting to order.
2. Approve minutes of the March 11, 2003 Annual Meeting.
3. Guests: National Reports:
 - a. Canadian Construction Association (CCA);
 - b. Frank Rizzardo, WCR&HCA Representative to the TRIP/Canada Management Committee;
 - c. Gold Seal Report;
 - d. Discussion on national reports.
4. Provincial Reports:
 - a. British Columbia;
 - b. Alberta;
 - c. Saskatchewan;
 - d. Manitoba;
 - e. Discussion on Provincial Reports.
5. WCR&HCA Outgoing Chairman's Report.
6. Passing of the Gavel - Introduction of New WCR&HCA Chair.
7. Introduction of the 2004/2005 WCR&HCA Board of Directors.
8. Incoming Chair Presentation - Priorities:
 - a. New "*fiscal deal*" for cities - sustained funding from the federal government for a National Infrastructure Program targeting investment in Canada's core municipal infrastructure;
 - b. Establish linkages with "*Hub Mayor's Caucus*" and Federation of Canadian Municipalities (FCM) – "*Bridging the Gap Program*;"
 - c. Invite "*Hub Mayors*" of Western Canada and other strategic municipal officials to future conventions – Mayors Round Table;;
 - d. Pursue appropriate contact with federal and provincial governments in support of federal fuel tax allocation towards a National Highways Program;
 - e. Strategic Infrastructure Investments platforming investments in infrastructure assets which facilitate new economic activities.
 - f. Continue support of Transportation Awareness Partnership (TAP); and
 - g. WCR&HCA promotion through the Website, Convention, other.
9. New business.
10. Adjournment.



**Minutes of the 2002/03 Annual General Meeting of the
 Western Canada Roadbuilders & Heavy Construction Association (WCR&HCA)
 Held Tuesday, March 11, 2003, Hidalgo Room, Westin Riverwalk Hotel
 San Antonio, Texas, USA**

1. Call meeting to order.

Lenard Soroka, Chair of the WCR&HCA Board of Directors having declared a quorum present, called the meeting to order at 2:50 pm.

2. Approve minutes of the February 26, 2002 Annual General Meeting.

Minutes of the February 26, 2002 AGM were approved as circulated on motion by B. Brown/Rizzardo.

3. Guests: National Reports:

a. Barry Brown, Immediate Past Chair, Canadian Construction Association (CCA):

The Chair introduced Barry Brown, Immediate past Chair of the CCA to the podium to present an overview of national CCA activities. In summary, Brown covered the following areas:

- Who, what the CCA represents;
- The disappointing 2003 federal budget which provided no announced funding for the NNP and a meagre \$3 billion 10 year municipal infrastructure program;
- Indicated that the CCA was successful in raising the small business threshold from \$200,000 to \$300,000 but is advocating it be further increased to \$500,000;
- EI premiums were reduced in part because of CCA pressure;
- Asphalt plant emissions are a serious issue for the heavy construction industry. CCA was able to move the federal government off the proposed "Best Available Technology (BAT) position and these matters are still under discussion;
- A best practices guide to reducing emissions is being developed;
- Truckers Hours of Service is a serious impediment to the heavy construction industry and he urged that the WCR&HCA actively engage in this issue;
- He encouraged support of the CCA Gold Seal Program which recognizes construction management excellence of individuals, not companies;
- He thanked the WCR&HCA for its support of the CCA and for the opportunity of addressing the WCR&HCA Annual Information Meeting.

b. WCR&HCA Representative to the TRIP/Canada Management Committee:

The Chair then welcomed to the podium Frank Rizzardo, the WCR&HCA representative to the TRIP/Canada Management Committee. He presented an overview of TRIP/Canada's activities – see attached. He alluded to the Transportation Awareness Partnership (TAP) and encouraged the WCR&HCA to strongly support this public awareness and education initiative.

4. Provincial Reports:

a. British Columbia:

The Chair then introduced and welcomed to the podium Kevin Higgins, Chair of the BC Roadbuilders & Heavy Construction Association who submitted the attached report.

b. Alberta:

The Chair then introduced and welcomed to the podium Gil Brulotte, Chair of the Alberta Roadbuilders & Heavy Construction Association who submitted the attached report.

c. Saskatchewan:

The Chair then introduced and welcomed to the podium Ken Burkosky, Chair of the Roadbuilders & Heavy Construction Association of Saskatchewan who submitted the attached report.

d. Manitoba:

The Chair then introduced and welcomed to the podium Cal Moon, Chair of the Manitoba Heavy Construction Association who submitted the attached report.

5. Presentation - Transportation Awareness Partnership (TAP)

The Chair then introduced and welcomed to the podium Chris Lorenc President of the WCR&HCA who presented an overview - see attached - of Transportation Awareness Partnership (TAP), a multi-stakeholder public awareness campaign whose objective is *"To raise public awareness, understanding and appreciation of the significance of transportation in people's daily lives."*

In his presentation, Lorenc noted his sincere thanks for the combined efforts and support of not only the WCR&HCA Board but in particular those of Allan Lowe, Val Jakubowski and Jack Davidson. He also singled out Heidi Harris, Communications Directors from the ARHCA for her creative and constructive input in the TAP efforts.

6. WCR&HCA Chairman's Report & Priorities:

The Chair then presented his report to the meeting – see attached – in which he covered his and the Board's endorsement of a number of important initiatives to be pursued in 2003-04 including, but not limited to the following:

- a. Transportation Awareness Partnership (TAP);
- b. Fuel tax allocation towards the National Highways Program;
- c. Influence public opinion in Ontario as part of national strategy;
- d. Continue involvement with supportive multi-stakeholder organizations in support of National Highways Program (NHP), National Infrastructure Program (NIP) & Strategic Infrastructure Investments (SII).

7. Consideration of Association name change to: "Western Canada Transportation & Infrastructure Association (WCTIA)."

The Chair indicated that this item would be deferred to the next Annual Meeting of the WCR&HCA.

8. Passing of the Gavel.

Frank Rizzardo was then introduced as the incoming 2003-2004 Chair of the WCR&HCA Board of Directors and was ceremonially handed the gavel. Rizzardo expressed on behalf of the Board and all members associations the gratitude and respect all had for the excellent effort and leadership provided to the Association by the outgoing chairman. The outgoing Chair thanked the Board and the Chief Operating Officers of the four member Associations for their support.

9. Introduction of the 2003/2004 WCR&HCA Board of Directors.

The outgoing Chair then introduced the 2003-2004 members of the WCR&HCA Board of Directors – see list attached.

10. Adjournment.

There being no further business, the meeting was adjourned at 4:57 pm.



January 2004

The Canadian Construction Association – Your National Voice

The following are some of the specific achievements of the Canadian Construction Association (CCA) over the past year and priorities for the coming year:

Lobbying the Federal Government

- The February **2003 Federal Budget** included several measures in direct response to CCA submissions including increased federal funding for **infrastructure**, an increase in the **small business deduction** threshold, further reductions in **EI premiums**, and the elimination of federal **capital taxes**.
- CCA delivered its annual **2004 Federal Pre-Budget Submission** to the House of Commons Standing Committee. It calls for striking a prudent balance between more rigorous efforts to reduce Canada's national debt while also investing in Canada's future prosperity through enhanced and sustained reinvestment in Canada's essential physical infrastructure.
- CCA made a Submission on the EI rate-setting process. It is posted on the Finance Canada website at http://www.fin.gc.ca/consultresp/eiratesResp_6e.html. The CCA Submission calls for:
 - the elimination of the 1.4 employer multiple;
 - a more transparent and objective assessment of premium needs based upon true program costs;
 - an over-contribution refund system for employers;
 - a Yearly Basic Exemption (YBE) similar to CPP/QPP; and
 - the segregation of the EI fund from the Consolidated Revenue Fund.
- **CCA Publicly Supports Gas-Tax Fund Proposal** - CCA publicly stated its support for Paul Martin's proposal to fund the federal share of a badly-needed, long-term municipal infrastructure program from federal excise taxes on gasoline. On September 9th in Toronto, CCA arranged a special fundraiser for Paul Martin for individual CCA members to show their support for this initiative. Some 60 members participated along with a dozen or so Liberal MPs, primarily from the Liberal Highway Caucus. CCA also held a special symposium on the dedicated fuel tax initiative. The purpose of the symposium was to bring together many of the national stakeholders in an attempt to identify the issues associated with the successful implementation of a dedicated fuel tax to fund municipal infrastructure.
- Kyoto - CCA scored a lobbying success when, in August, the Prime Minister unveiled the federal government's first Kyoto-related initiatives, among which was an announcement of \$129 million in incentives for commercial building owners to renovate or retrofit their properties to make them more environmentally friendly. CCA, in collaboration with our association partners, will now work towards informing owners that these programs are available, with the ultimate goal being to create new commercial opportunities in the area of "green" renovation.

Industry Standard Practices

- CCA continues to strongly oppose the use of "**reverse auctions**", in concert with its Member Associations. In several cases, association efforts have caused owners to reverse their decision to use "reverse auctions" in favour of industry-accepted practices.

- CCA has published a new guide document entitled ***A Prime Contractor's Guide to Project Financing and Payment Security***.
- A special CCA Task Force is close to finalizing a best practices guide for contractors dealing with **mould**. It has also published an educational/awareness brochure and established a mould information page on the CCA website.
- Developed with the Ontario General Contractors Association (OGCA) a strategy document for use by Member Associations to deal with onerous supplementary conditions in construction contracts.
- Provided contractor input into the development of the new version of MasterFormat.
- Provided contractor input into the development of the PWGSC RFP for the new AFD Facility Management Subcontract.
- As a result of serious insurance concerns expressed by members, CCA initiated a dialogue with the **insurance** community at the national level through the CCDC Insurance Sub-Committee and the Insurance Bureau of Canada (IBC), which has resulted in the release of helpful bulletins and other information.
- The development of a national environmental best practices guide for asphalt plants.
- ***New Standard Documents*** – Undertook the review and update of *CCDC2-Stipulated Price Contract*, the accompanying Guide, and *CCDC23 - A Guide to Calling Bids and Awarding Contracts*.
- ***New Design-Build Documents*** – Released Series 300 of the CDBI Practice Manual *Responding to RFQs/RFPs*; Document 310 *Conceptual Estimating*; publication of a standard format for RFPs.
- Held an inaugural Industry Best Practices Conference in Toronto.

Other CCA accomplishments/priorities include:

- In July CCA launched the new *COOLNet Canada* website, (i.e. www.coolnet.ca). It houses a national **construction project opportunity database** with links to all of its partner association plansrooms.
- ***CCA Tax Guide on Employer-Provided Vehicles*** – CCA developed a Guide for its members on the tax treatment of employer-provided vehicles. This is available from the CCA website.
- ***2003 CCA Salary & Benefit Survey*** - This biennial survey gathers salary and benefit information for construction management personnel, such as superintendents, project managers, estimators and project co-ordinators/contract administrators, employed by general contractors, trade contractors and road builders.

Priorities for 2004 and beyond:

- Ensuring that Federal candidates in the upcoming Federal election are aware of the key construction issues, especially the need for long-term, sustainable and predictable investment strategies for key **municipal and highway infrastructure**;
- Publication of the new ***Mould Best Practices Guide***;
- Promotion of the **Gold Seal Certification Program**;
- Expansion and promotion of **COOLNet Canada**.
- Release of the new editions of *CCDC2* and *CCDC23*.

Respectfully submitted,



Tom Brown, P.Eng., G.S.C.,
Chair CCA



TRIP/Canada

The Road & Infrastructure Program of Canada
 "A Special Committee of the Canadian Construction Association"



2003 TRIP Canada Annual Report February 2004

The following represent some of the accomplishments of TRIP Canada over 2003, and a look ahead at some of the priorities for the year ahead.

Lobbying the Federal Government

- In May, Paul Martin announced his support for a dedicated gas tax as part of his "New Deal" for Canadian municipalities at the AGM of the Federation of Canadian Municipalities (FCM). In a subsequent meeting between FCM and TRIP Canada, FCM confirmed that the bulk of dedicated gas tax investment would go towards infrastructure.
- TRIP Canada publicly supported Mr. Martin on his dedicated gas tax promise, and offered its help to ensure smooth implementation of the policy.
- In July, a TRIP Canada opinion editorial was published in the Globe and Mail arguing against the notion that investments in high speed rail should be made at the expense of road and highway investment.
- In September, TRIP Canada organized a fundraiser for then-Liberal leadership candidate Paul Martin that raised \$60,000. Mr. Martin expressed his thanks to TRIP, and answered several questions related to infrastructure and highway investment.
- In October, organized a policy conference with representatives from 15 national organizations to discuss and debate implementation of a dedicated gas tax. The results of that symposium were sent to all premiers and Prime Minister Martin.
- Appeared before the House of Commons Finance Committee to argue that a dedicated gas tax should include highways, as well as infrastructure. Also stressed that a gas tax is just one tool to fund these priorities, and that governments need to work together to exploit the full range of funding mechanisms.
- Liaised regularly with members of the Liberal Highway Caucus to discuss a National Highway Program. Several Liberal Highway Caucus members are now in the Paul Martin Cabinet, including Transportation Minister Tony Valeri and Highway Caucus Chair Joe Comuzzi.

Issues Affecting the Canadian Roadbuilding Industry

- Lobbied against federal Hours of Service regulations, and organized a provincial lobby campaign against these regulations.
- Coordinated and assembled information for provincial roadbuilders associations to implement their own Fatigue Management Programs.
- Developed an asphalt plant emissions guideline. The document will be submitted to the Roadbuilders Council meeting in March 2004 for ratification.
- Joined the Canadian Council of Motor Transport Administrators (CCMTA) as a means of learning of and participating in federal-provincial transportation-related issues.

- Frank Rizzardo was appointed CCA's representative to the Transportation Association of Canada (TAC) and Stephen Damp continued as CCA's representative on the TAC Engineers Council.
- Kept abreast and participated in the work of the Transportation Awareness Partnership (TAP).

Operational Issues

- In May 2003, TRIP Canada completed a Strategic Planning session. The outcome was an updated two-year Strategic Plan that reinforced the Council's key role in lobbying and government relations. It also stressed that in order to avoid confusion and misunderstanding, the name "CCA Roadbuilders Council" should be used more frequently instead of TRIP Canada.
- Former TRIP Canada Executive Director Jim Facette departed the organization, and was replaced by former CCA Communications Director Jeff Morrison.

Priorities for 2004 and Beyond

- Showcase the wide stakeholder support for infrastructure and highway investment by taking out strategic advertising in high-profile media outlets. Look for other opportunities to use media strategically to build public support for infrastructure and highways.
- In advance of the coming federal election campaign, work with all parties to ensure that investments in infrastructure and highways are part of each electoral platform.
- Build relationships with the new Paul Martin Cabinet, senior staff, and key bureaucrats to press for a National Highway Program.
- Monitor and influence the debate over implementation of a dedicated gas tax to ensure the investments are incremental to other federal and provincial programs.
- Finalize and make available asphalt plant emissions guideline.
- Work with Canadian Industrial Program for Energy Conservation (CIPEC) to produce and publish a new energy reduction guide for the Canadian roadbuilding sector.
- Lobby Natural Resources Canada for a funding program aimed at providing subsidies for companies that invest in energy efficient equipment and vehicles, as part of the federal government's Kyoto implementation plan.

Submitted,



Jeff Morrison,
Executive Director, TRIP/Canada



TRIP/Canada

The Road & Infrastructure Program of Canada
 "A Special Committee of the Canadian Construction Association"



Summary and Analysis of the Throne Speech February 2, 2004 Canadian Construction Association

February 2, 2004 Ottawa - The Paul Martin government today unveiled its first Speech from the Throne, marking the opening of the Third Session of the 37th Parliament.

By their nature, Speeches from the Throne tend to offer broad, vague vision statements as opposed to concrete policy announcements (which will be formally unveiled in the federal budget, expected in early March). In addition, with a federal election expected in May 2004, the outlook covered by this Speech is unusually short.

For the Canadian construction industry, the primary items of interest include:

- The Martin government repeated its promise to deliver a "*new deal*" for Canadian municipalities, which will, among other things, "...target the infrastructure needed to support quality of life and sustainable growth".
- This new deal will deliver "*reliable, predictable, and long-term funding*".
- The federal government has promised to share a portion of gas tax revenues or "*determine other fiscal mechanisms which achieve the same goal*". However, this will take time to negotiate, and no amount was set.
- In the meantime, the federal government will provide a 100% GST rebate for municipalities. This will be equivalent to \$7 billion over the next decade. In addition, existing federal infrastructure funds will be advanced more quickly than originally announced.
- Under its learning agenda, a vague promise was made to "*refine and enhance its programs to encourage skills upgrading, in concert with sector councils, unions, and business*".
- Under its agricultural policy, the federal government has promised to "...*support infrastructure of transportation and applied science*...".
- The government's environmental policy will include a 10-year, \$3.5 billion program aimed at brownfield remediation. An additional \$500 million will be allocated for other remediation programs, including funding to clean up the Sydney tar ponds.
- As part of its efforts to facilitate border crossings with the United States, the federal government will "*work toward infrastructure investments at key trade corridors to ensure that we can facilitate the expanding trade between our two countries*".

Jeff Morrison
 Executive Director, TRIP/Canada



Gold Seal In Retrospect
By Terry Brown,
Chair, National Gold Seal Committee

Ottawa - This past year has been a very active and productive one for the National Gold Seal Committee, with five recent additions to the Committee, now fully “up to speed” on the details of Gold Seal. Recent additions to the original Committee members are Jacques Cayer, Chris Lorenc, Bob Noseworthy, Martha George, and Raymond Brunet. These are competent and knowledgeable individuals who are making significant contributions in advancing the goals and objectives of the Gold Seal Program. The Road Builder and General Contracting sectors now make up a single significant component of Committee membership with three of the 10-member committee coming from that sector.

The hard work of the previous and current Committee members is producing tangible results, as Gold Seal enjoyed a high profile in a productive year.

A **Strategic Planning Session** held early in 2003 re-affirmed **Gold Seal Goals and Objectives**, updated our previous **Vision and Mission Statement**, and established our “action items” for the road ahead.

Our new **3-Year Business Plan** was embraced and endorsed by the Canadian Construction Association Board of Directors, and we enjoyed unprecedented Board support, as well as increased Certification applications from Board members.

Increasingly the construction industry accepts and supports the National Gold Seal Program, as evidenced by continuously growing numbers of inquiries and requests for presentations, and more and more candidates writing Gold Seal exams. The Road Building community holds the second highest number of certificate holders in the country surpassed only by General Contractors.

A number of new initiatives are under way this year. The criteria for the **Gold Seal Association Award**, a biennial award recognizing the contribution of our association partners to the advancement and ongoing success of the **Gold Seal Certification Program** are finalized, and the first award recipient will be announced at the 2004 CCA Annual General Meeting and Conference scheduled for March in Las Vegas, Nevada.

The **Designated Gold Seal Project** concept continues to evolve, with the Canadian War Museum (Ottawa) and the Stadacona Chief Petty Officer facilities have been confirmed as Designated Project projects. The Committee would welcome applications respecting all sizes and types of projects, including those from the Heavy Construction and Road Building sector. Perhaps the Olympic infrastructure work in BC could be an excellent opportunity to offer Gold Seal Exposure to the world.

The final touches respecting the **Owner Project Manager** Certification designation is nearing completion with approximately 80% of the work now completed. In January 2004, the Committee authorized the completion of this initiative, and the committee is confident that the first Owner Gold Seal Certifications will be awarded in the near future.

The **Gold Seal E-Learning Initiative**, a collaborative HRDC/CSC/CCA pilot project, to establish web-based, on-line construction-management, accredited, special industry courses, is moving ahead. A funding proposal is awaiting approval to move this initiative forward to the course development stage.

Earlier research identified a potential market in excess of 100,000 learners for on-line construction management courses. As well, the National Curriculum Standard was updated and two new topic areas have been included respecting project management and Environmental areas.

The Committee recently engaged a facilitator with whom they dedicated a full day to discussions centred on what the program must do to reach its target audience. A much broader role by local associations is anticipated in future directions.

There are numerous other initiatives under way by the National Gold Seal Committee – for further information on these or other Gold Seal activities, you can go on-line at www.cca-acc.ca/goldseal.

Respectfully submitted,

Terry Brown, P.Eng. G.S.C.,
Chair,
National Gold Seal Committee

February 2004



B.C. Road Builders & Heavy Construction Association

Report to the 2004 WCRHCA Annual General Meeting

February 2004

Presented by 2004 Association Chair, Bill Swaine

The past year has been a very exciting one for the B.C. Road Builders Association and the province alike. The provincial government has made several important funding announcements and, with the successful 2010 Vancouver Winter Olympics Bid, our province is gearing up to build B.C.

Partnering with the Consulting Engineers

New approaches developed within the Ministry of Transportation have led to changes in the delivery of the many transportation projects in British Columbia. The B.C. Road Builders have partnered with the Provincial Ministry of Transportation and the Consulting Engineers on two events to help facilitate the partnering that needs to take place between these three organizations. At the Road Builders annual Fall Conference, we held a forum where all three groups presented information on their changing roles and responsibilities and delegates were given the opportunity to raise issues and questions they had. Also, about two weeks ago, a second partnering conference was held called Changing Lanes, where, again, all three organizations were present to workshop on the new system of building in the province. Three hundred and fifty delegates came out to share ideas, information and to network. These partnering sessions have been very successful and useful for our members, and we will continue with them at our 2004 Fall Conference.

2010 Olympics

The B.C. Road Builders' members raised \$20,000 last year to donate to the 2010 Vancouver Olympic Bid. As you all know, Vancouver was successful with the Bid and we are pleased to support and help build for the 2010 games. Our Association, once again, has committed to fundraising for this exciting event. The province is predicting that the Olympics will boost the economy through building, new business and tourism. The Sea-To-Sky Highway linking Vancouver and Whistler has already begun undergoing upgrades to prepare for the Games and our members couldn't be happier to be building for 2010.

2004 Strategic Goals

Over the past four years, our Board has met in January to decide upon our strategic focus for the upcoming year. This year we have developed three areas we would like to centre our work for 2004 around.

1. Gaining Public Support for Transportation Programs

One of our strategic goals for 2004 is to assist the provincial government in gaining public support for the implementation of transportation programs. Over the past year, the province has put forth a strong transportation plan along with dedicated funding for transportation infrastructure. Under this goal, we hope to develop messages in concert with the provincial government in support of transportation programs and develop marketing strategies to get the public onboard. Already we've seen transportation surpass education and healthcare as the #1 concern for most of British Columbians. We aim to develop and deliver marketing materials for our members to use when interacting with the media as well as continue to form and support strategic alliances similar to those forged in our 2002 Transportation Summit.

2. Advocate for Public Tender Process

Our second strategic goal this year is to advocate for all government infrastructure transfer funds to be delivered by a public tender process. This task entails advocacy work on our members' behalf to CCA to make this a high CCA priority. The Association will also to advocate with provincial government and the Greater Vancouver Transportation Authority that work be awarded through a public tender process.

3. Promote Careers in Our Industry

Our final strategic goal for 2004 is to promote careers in the road building and heavy construction industry. Because of the government's ambitious transportation plan and upcoming Olympic games, the industry anticipates that there will be tremendous opportunities for workers in this province. Through a survey sent to our membership we will identify the scope of present and future career opportunities in our province. We then plan on developing a marketing strategy and tools in co-operation with CCA and other provincial associations. We also aim to identify other resources to promote career opportunities in the road building industry and deliver positive public messages.

It's been a year full of activity in British Columbia and we look forward to keeping busy through the coming years.

Respectfully submitted,

Bill Swaine
Chair, BCRB



**Report to the 2004 WCRHCA Annual General Meeting
Submitted by the Alberta Roadbuilders & Heavy Construction Association
Delivered by Gil Brulotte, ARHCA Chairman and Director at Large, WCRHCA Board
February 2004**

Over this past year, the Alberta Roadbuilders and Heavy Construction Association staff and volunteers have worked on many important issues that affect all members. Some ARHCA accomplishments that have had a particularly strong impact on the ARHCA's members this year are:

ARHCA Presentation to the Alberta Financial Management Commission – As a result of the ARHCA's efforts to address the lack of sustainable and predictable funding from the provincial government, the members reaped some benefits in 2003. The Alberta government created a Sustainability Fund and a Capital Account to help stabilize provincial spending. Although the long-term effects of these initiatives remain to be seen, they are certainly positive for our industry, and include many of the recommendations the ARHCA made to the Financial Management Commission.

The Transportation Awareness Partnership (TAP) – The ARHCA is one of the founding members of the Transportation Awareness Partnership (TAP), and this public awareness initiative is continuing to develop. The initiative will reach a milestone in January, with a national meeting in Ottawa to determine if this initiative can grow to encompass all modes of transportation in all regions of Canada. Regardless of the outcome, the ARHCA is committed to bringing the message to the general public that transportation is vital to our economic prosperity and the standard of living that Canadians enjoy.

Roadbuilding and Heavy Construction Pre-Employment Program Launch, and the Transportation Infrastructure Career Development Program – The ARHCA worked with the Northern Alberta Institute of Technology (NAIT) this year on the development of a Roadbuilding and Heavy Construction Pre-Employment Program (RHCPEP). The 120-hour course is designed to bring new people into the industry and train them to be a member of a heavy construction crew. As an added benefit to ARHCA's regular members, contractors can volunteer to have exclusive "first access" to these students as they prepare to enter the work force, either with a tuition reimbursement scholarship, or to interview these students for jobs after graduation. The first course runs January to March 2004. Long-term plans include expanding the program across Alberta, and offering the course in a condensed format to existing ARHCA member employees, so that all ARHCA regular members can benefit from this training.

The ARHCA is also continuing its partnership with Alberta Transportation and the Consulting Engineers of Alberta to recruit engineering students into the transportation sector. The Transportation Infrastructure Career Development (TICDP) program allows co-op engineering students to spend a work term with a contractor, one with a consultant, and one with Alberta Transportation.

Safety Issues – This year the ARHCA Safety Committee worked on several key items that affect our entire industry. Representatives from the Safety Committee participated in the Work Safe Alberta initiative, developing a mentoring program for safety that will be implemented in the new year. The ARHCA also worked with the Consulting Engineers of Alberta (CEA) and Alberta Transportation (AT) to develop a Work Zone Management Seminar, to reinforce safety awareness in our construction work zones. These seminars were attended by more than 250 ARHCA and CEA members. Perhaps the most important work the Safety Committee is undertaking right now is the continuing effort to help ARHCA member companies develop fatigue management systems in order to comply with the ARHCA's Extended Hours of Work Permit. This Permit is extended only to ARHCA members, and only on the condition that each company implements and maintains its own fatigue management program.

Partners in Road Construction Safety – The ARHCA took a leading role in a new partnership in 2003, the Partners in Road Construction Safety (PIRCS). This public awareness program urges motorists to slow down in road and utility construction zones. The long-term goal of the campaign is to improve driver attitudes and behaviors toward flag people and other workers operating around traffic. The campaign ran

on Alberta billboards and radio stations during the 2003 construction season, with particular focus on the long weekends of summer. The slogan for the campaign was a hard hitting one: "Don't RIP through Construction Zones" with the word "RIP" being printed on a tombstone. PIRCS had great support and participation from nine public and private sector partners, including Alberta Transportation, the City of Edmonton, the City of Calgary, and Alberta utility companies EPCOR and Enmax. The campaign is slated to expand in 2004, with other municipalities and industry associations signing on, and the group is planning to expand the campaign to include a television public service announcement.

Environment Issues – The ARHCA Environment Committee has grown into one of the largest and most active committees at the ARHCA. This year, they have tackled a variety of issues. The ARHCA takes an active approach and acts on behalf of the membership to influence and assist with the development and implementation of environmental legislation and guidelines. The Environment Committee and other ARHCA Sector Committees are participating in the review, development and/or implementation of many environmental initiatives including: Alberta Environment Codes and Practices; the Alberta Transportation Erosion Control Manual, and the Particulate Matter and Ozone Management Framework.



**Road Builders and Heavy Construction Association of Saskatchewan
Provincial Report to WCRHCA
March 2004**

Our Association has been impacted by continually low budgets and that is coupled with a very large road network that needs upgrading or, at the very least, a strong maintenance program. The industry is very competitive and, although our members are starting to diversify, there is still a large percentage that depends on the Department of Highways (DOH) for their livelihood. Despite all the adversity, the Association works hard to serve its members and in 2003, was able to maintain its membership base of 162 members and move its headquarters into a new office.

For Department of Highways work in 2003-04, the department estimates that the road building industry moved:

- 6.21 million cubic metres of earth
- 1.46 million tonnes of sub base
- 1.09 million tonnes of base
- 943 500 tonnes of asphalt concrete

The department, in conjunction with the road building industry, completed:

- 107 km of grading
- 114 km of surfacing
- 135 km of combined grading and surfacing
- 350 km of resurfacing

We do not have estimates for the other segments of our industry.

Our Association struggles with the same issues other associations across the country are facing. In 2003, our Human Resources committee released their "We Build Careers" video/CD Rom and it has been well received. The committee makes personal presentations to secondary schools around the province, hoping to encourage young people to consider a career in our industry.

Our executive has been in dialogue with our Deputy Minister in regards to the Federal Hours of Service and the association is in the first stages of producing a Fatigue Management Program. We have also begun discussions on our province's position on allocation of federal fuel taxes and their role as the concept becomes reality. The DOH continues to validate their budget based on quality of work and will try to meet that criteria through the tender contract. Pilot projects have caused concern for contractors this past summer and our board is pressuring the Department to validate the issues and resolve the conflict. Safety plays an important role in the industry, for the owner and the contractor. Our Safety Association works diligently with contractors to promote the COR program and, with contractors now having to meet COR requirements on smaller dollar value contracts, they will have an increased work load to meet qualification deadlines. COR certificate is required for any projects over \$100,000, it will drop to \$50,000 in 2005 and \$10,000 in 2006.

In 2003, the DOH implemented a "Commitment to Workplace Diversity Employment." Highways contracts (over \$200,000) are required to report employment of "Women in Non-Traditional roles, Persons of Aboriginal Ancestry, Persons with a Disability, Members of Visible Minority" on a monthly basis.

We have a sub-committee that is in the final stages of completing a Dispute Resolution policy and have also established sub-committees to work on Northern Labour Content, and Site-Occupancy regarding penalties and bonus days.

The Association is a member of a newly formed Transportation and Environment Committee (TEC), which includes Saskatchewan Environment, Department of Highways and Transportation, Department of Fisheries and Oceans, Saskatchewan Association of Rural Municipalities, Saskatchewan Environment Industry and Managers Association, Western Economic Diversification Canada, Association of Consulting Engineers of Saskatchewan and Prairie Farm Rehabilitation Administration, Environment Canada, Sask

Environment Fish and Wildlife Branch, Committee of Saskatchewan Forest Industries, Saskatchewan Urban Municipalities Association, Heritage Resources Unit (Culture Youth and Recreation) and Saskatchewan Watershed Authority.

The 2002-03 Board has instituted a Past President's Club comprised of past presidents of the association. Membership is not mandatory and the mandate of the club is to act as a source of information to the current board. The club will meet informally to discuss issues that are relevant to the association but that are directly affected by knowledge and experience in the industry.

The Association completed our annual planning sessions in January where priorities for each of our standing committees are set. Those of interest would include:

Rural Development

- Representation at Saskatchewan Association of Rural Municipalities (SARM) convention
- RM federal funding status, promotion of individual RM's using engineers when tendering, and promoting industry tendering practices.
- Meet with Area Transportation Planning Committees

Membership

- Target areas, keying on 3-5 new members a year
- Prepare an information package for distribution to possible new members
- Attend social events in smaller communities to promote the association
- Consider additional social events that may attract new members

Human Resources

- Attend SMART conference in November 2004
- Work with affiliated associations on career days, seminars, mentoring
- Send out copy of video to selected schools
- Arrange for school site visits on contractor sites

Government Relations

- Strategic Planning involving the creation of a database that inventories horizontal infrastructure in Saskatchewan, complete with financial data supporting costs to rehabilitate, rebuild, and costs of deficit.
- WCB rates
- "Publicize a budget required to bring Saskatchewan roads to acceptable level." Would not target or attack government, would be an information campaign prior to budget, making people aware of what is required.
- Lessen impact of perceived budget cuts

Priorities for the Association in 2004 include:

- Fatigue Management Program
- Dedicated Fuel Tax
- National Highway Program
- Environment
- Tender Database Outlining Work Done in the Province
- Dispute Resolution Policy

Our Board does not have very high expectations for this year's Highway's budget. In fact, we think we will be lucky if we can just maintain last year's budget. We are also concerned about the organized labour factor and their influence on our current government. It could be an interesting year.

Respectfully submitted,

Brent Hendry, President
RBHCA of Saskatchewan



February 2004

MHCA – Activities Report

Winnipeg, Manitoba - The Manitoba Heavy Construction Association (MHCA) continues to advance policy issues in the fields of infrastructure investment, safety health and environment, the education and training of new skilled labourers and heavy equipment operators, regulatory review and a myriad of related files. Each of these reflect priorities identified by our members and each position is carefully developed to ensure consistency with the broad public interest.

Public Opinion & Media Presence

The MHCA Board has established that the most important priority is reaching the public with our messages, and not worry about the self-interest tag. Why worry if for example, the health care interests groups don't concern themselves about the same.

The good news is that public polling by Pollara, Western Opinion Research, Canada West Foundation and Environics over the last three years has consistently demonstrated:

- public dissatisfaction with the condition of roads, highways and infrastructure;
- there is strong support for increased funding towards streets and highways.
- public concern that its quality of life will deteriorate without sustained investment in the infrastructure; and
- new public support for dedicated taxes.

It is submitted that all levels of government are aware of the public's overall dissatisfaction and concern about the state of streets and highways. What remains is that practical, cost-effective solutions be implemented to address the problems backed by an informed and supportive body of public opinion.

Other

In 2004, the MHCA will endeavor to address the following matters which are of importance to the industry, namely:

- Participate in '**2020 Manitoba's Transport Vision**' process started by the provincial government to shape a transportation investment strategy for the future. To date, the public's and stakeholders' views have supported positions consistently articulated by the MHCA, including dedicating road fuel taxes towards streets and highways, and managing the investment through an arm's length Manitoba Transportation Authority (MTA).
- Pursue creation of an arm's length **Manitoba Transportation Authority (MTA)** to project manage investment in Manitoba's highways system, harnessing the private sector's delivery skills, funded by provincial fuel taxes dedicated entirely to such purposes.
- Pursue with the provincial government, Winnipeg Mayor Glen Murray, the Association of Manitoba Municipalities (AMM) and other stakeholders, the evolution of the announced concept of **allocating a portion of federal fuel taxes** towards municipal infrastructure and transportation in a long term sustained and predictable fashion.
- Pursue **increases to the provincial highways capital program**. In 1997 the Highways Department estimated that the system required \$180 million in annual capital programs and that failure to adjust would lead to exponentially increasing financial demands. Government did not listen and today that number has climbed to \$380 million per year. While the Doer government committed to a minimum annual investments of \$120 million – well below what is required – it has still failed to deliver even that inadequate level.

- Pursue an **Annual and Five Year Highways Capital Program** to allow industry an opportunity to more efficiently organize around the government's priorities.
- Continue producing and distributing an annual review of **Revenue & Expenditures of the Transportation and Government Services (TGS)** which covers the period 1996/97 – 2003/03. We share the results of our research with government and key stakeholders. It identifies where funds are spent, and trends.
- Continue providing **skilled labourer and heavy equipment operator** training to meet the demand in our industry.
- **Safety Health & Environment Programs (SHEP)** are critical to the well being of our employees, the environment, the general public and individual competitiveness. SHEP will continue to be made available to the entire heavy construction industry in Manitoba.
- **Network with key stakeholders** in Manitoba, western Canada and nationally to ensure that the infrastructure investment message is not lost on either the public or the elected branch of government.

Projects on the Near Horizon

For the first time in many years, it would appear that a number of significant construction programs will benefit the provincial economy and hopefully our industry including the following:

- **Compressed Canada Infrastructure Works Program (CIWP)** potentially could result in enhanced infrastructure investment – 2004 example **Kenaston Underpass** - \$40 million;
- **MTS Centre** currently under construction - \$120 million - expected to open November 2004;
- **Human Rights Museum** - an internationally unique structure estimated to cost \$300 million - expected to start 2004/05;
- **Wuskwatim Hydro Dam** - \$1 billion - expected to start 2004/05 – in service date 2009 – currently awaiting environmental approvals;
- **Floodway expansion** - \$600 million - expected to start 2005; (\$240 million already committed by the federal and provincial governments; environmental license anticipated for December 2004);
- **Manitoba Hydro Building** - \$100 million - expected to start 2004/05;
- **Enhanced investment in Winnipeg's infrastructure** by up to \$120 million annually dependant upon timing of the *New Deal* with provincial and federal government - expected to start 2004/05;

The above is but a sample of the issues addressed on an ongoing basis by the MHCA Board and its standing committees. The MHCA continues its focus on the future for that is where our success lies. With your support, encouragement, constructive criticism and advice, we will continue to influence and make a difference.

Respectfully submitted,



Cal Moon, P.Eng., G.S.C.,
MHCA Chairman

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February 18, 2004

Report from the Chairman to the Annual Meeting of the WCR&HCA

Good morning.

This has been a busy year for the WCR&HCA Board of Directors as it attempted to continue the efforts at a regional and national level in support for our three primary program objectives which are:

1. An national infrastructure program targeting investment in Canada's core municipal infrastructure;
2. A National Highways Program to reinvest in Canada' national highways system; and
3. Strategic Infrastructure Investments which seed funding for infrastructure assets which create or facilitate new economic activities.

To illustrate the challenge that we face, particularly on the transportation front, let me begin with an illustration.

Every morning, most working Canadians wake up, grab a bite to eat, clutch their coffee as they're running out the door, get into their car and while driving or taking the bus, curse the bumps, jars and congestion that disrupt their morning commute. And all this happens before they start their workday.

The unfortunate part of this scenario, is that so few motorists and Canadians in general, realize that an inadequate transportation system wreaks more havoc on their lives, than some spilled coffee after hitting a pothole.

It is and should be a real concern to us, that so many Canadians are still unaware of the enormous role that transportation plays in their daily lives. They do not realize how our economy - and many jobs - would disappear without a safe, well maintained multi-modal transportation system.

And, where there is no public concern . . . there is no political concern. So time and again, the need for a safe, well-maintained transportation infrastructure takes a back seat to other priorities. But of course, you know that.

To bring you up to date, about a year ago, after years of frustration, a broad range of transportation stakeholder organizations, independent of one another, came to a similar conclusion. We met and **agreed**, that to change public policy, we must have the support of an informed and active body of public opinion – Canadian voters.

All of us were already doing our own lobbying of government, based upon our own specific agendas, and would continue to do so.

But this, was something we could work on together – one voice, one vision, – an entity, representing multi-modal transportation users and builders from all regions of Canada, speaking directly to Canadians – about transportation.

We combined the efforts of several similar organizations such as the Canada West Foundation, the Van Horne Institute, WESTAC, the Transportation Association of Canada (TAC), Canadian Chamber of Commerce, Canadian Airport Council, the Railway Association of Canada and the Trans Canada Yellowhead Highway Association to name a few.

We concluded that Canadians need to be convinced of the “**why to’s**” of transportation:

- **why** transportation is important in their daily lives;
- **why** it’s so vital to their jobs and high standard of living;
- **why** it affects every single person, every single day;
- **why** it is a part of the foundation upon which we build careers, economies, enhance our quality of life and make possible, lifestyle choices.

We agreed, that it was only after we had persuaded the public about the “**why to**” that we could have any hope of dealing with the politicians on the “**how to**” resolve transportation policy issues.

And thus in February of 2003, the Transportation Awareness Partnership (TAP) was formed. Its mission? *“To motivate the public to demand world class transportation system from its governments.”*

TAP was initiated as a result of the early efforts of the Alberta Roadbuilders who decided to focus on public opinion. It was supported by the Alberta government. It became a reality in part because of the efforts of the WCR&HCA Board of Directors and acting on its behalf, the Chief Operating Officers of the four member associations.

There does appear to be an emerging concern about the state of Canada’s infrastructure, **but**, there continues to be a lack of sufficient political, financial or policy priority attention.

Too few Canadians understand the link between transportation and Canada’s quality of life, economic prosperity and international competitiveness.

Too few Canadians realize that the poor state of our transportation infrastructure puts us at risk.

Too few think about the vital role played by an efficient, seamless multi-modal transportation system.

These important national assets underpin our economy and quality of life.

In recent years however, there has been some shift in public mood and public policy. Consider these developments:

1. Public polling by Pollara, Western Opinion Research, Canada West Foundation and Environics over the last three years has demonstrated:

- public dissatisfaction with the condition of roads, highways and infrastructure;
- public concern that its quality of life will deteriorate without sustained investment in the infrastructure; and
- new public support for dedicated taxes.

2. The implementation in March 2003 in British Columbia, of increased road use fuel taxes that the provincial government dedicated to highways investment projects.

3. Paul Martin's announcement in Winnipeg on May 31, 2003, committing to the Federation of Canadian Municipalities (FCM) that as Prime Minister he would allocate 5 cents of every litre of federal fuel tax towards municipal infrastructure and transportation.

4. Winnipeg Mayor Glen Murray’s ‘*New Deal*’ proposals launched in August 2003, which focused investment of new civic revenues directly to address Winnipeg’s \$1 billion infrastructure investment deficit, including transportation, which did not generate any public objection.

5. The Gas Tax Symposium hosted by the CCA in September 2003 involving national stakeholders which resulted in broad interest and consensus around the notion of allocating fuel taxes to sustainably fund infrastructure and transportation`

6. The announcement in October 2003, in Ontario by Premier McGuinty of a new ministry - '*Minister of Public Infrastructure Renewal*' with responsibility for the province's schools, hospitals, sewers and transportation systems.

7. On October 7, 2003, the House of Commons voted 202 in favour, to 31 against, in support of this resolution: "*That in the opinion of the House, the federal government should initiate immediate discussions with the provinces and territories to provide municipalities with a portion of the federal gas tax.*" This vote signaled that a federal dedicated gas tax was an idea whose time had arrived.

8. The initiation of Transportation Optimization Partnership (TOP) and FCM's "Bridging the Gap," each being transportation and infrastructure awareness and policy promotion efforts in recognition of the serious lack of government policy and funding.

9. The announcement on November 20, 2003 in the Manitoba Throne Speech, that the provincial government will pass a law "*requiring that all provincial revenues raised through gas and diesel taxes are spent on highways, roads and infrastructure.*"

10. The meeting January 22-23, 2004 of the Big City Mayors in Toronto to press for realization of the fuel tax allocation commitments with respect to funding for municipal infrastructure and transportation. The funding issue by then shifted to collapsing the 10 year CIWP to three years, exempting cities from GST, or flowing funds from fuel taxes commencing in 2005.

11. The meeting of TAP partners on January 23, 2004 at which the base of support was broadened and the commitment to proceed with an awareness campaign reflecting its mission was re-affirmed.

12. The announcement in the Martin Government Throne Speech on February 2, 2004 that municipalities would receive a GST rebate in 2004 and have access to either a share of federal fuel taxes or other arrangements with which to provide predictable, credible and long term funding to address Canada's municipal infrastructure including their transportation assets.

But what is still missing, is a commitment to predictable and sustainable funding for Canada's national highways system.

Over the past year, TAP took a good, hard look at what solid information it possessed:

- **One**, we know that our transportation system is in need of sustained investment and is receiving far less attention than required by all levels of government;
- **Two**, we know that the public needs more "*personal*" information about how crucial transportation in general is to their daily lives; and
- **Three**, polling research demonstrates hardening public opinion concerned about transportation and in support of increased investment.

We decided then, to examine what the elements of a strategic social marketing approach were, and found that:

- They have to be focused, visible and of reasonable duration;
- They require a believable message; and
- They have to connect on a personal level.

Most importantly, we found that they work.

An example? Think about fiscal deficits and balanced budgeting. Until the public became truly worried and vocal about growing government deficits, there was no political will to reduce them. Think of all the publicity, ads and media coverage around healthcare, anti-smoking, environmental laws, education and the ongoing political attention they all receive.

Social marketing campaigns are effective. They generate political results. They work.

They are all based upon well funded public opinion & policy research, which allows development of campaigns with messages, which resonate with the public, and cause the public to 'act' politically.

Our task is not without cost - but it can be prudent. It must have the above stated elements. If successful, it will have left an important legacy for our country.

Our task to persuade Canadians to demand that their governments '*fix transportation*' is not easy. It is not a sexy issue. But it is essential to our ability to compete in a cutthroat global economy and therefore indispensable to the future of this nation.

That is what TAP is all about – a multi-modal stakeholder partnership engaged in identifying a connection for the public between transportation and wealth generation, and quality of life.

That is why it is important for the WCR&HCA to have supported and to continue supporting the TAP initiative and related efforts which speak to the public about the need to "*fix transportation*" in this country.

While TAP consumed a fair amount of WCR&HCA attention, it was not the only area. To highlight, the WCR&HCA addressed the following matters:

- We are in process of establishing a WCR&HCA website at which we will post briefs, position papers, information about the association and what it stands for;
- It will attempt to serve as a reservoir of information about the importance of transportation and infrastructure to Canada's economic competitiveness and quality of life;
- It will have links to key associations including the four members associations, the CCA, TRIP/Canada and other related and supportive stakeholders groups;
- It may provide information about Gold Seal training programs and career information to help attract new employees to our industry; and
- It will facilitate on-line registration for our annual conference.

On the national front, the WCR&HCA had a visible presence at meetings of the CCA Roadbuilder & Heavy Construction Council, with a seat at the Council's Management Committee, which oversees the activities, strategies and directions of TRIP/Canada.

We supported and were present in September 2003 at a meeting with then Liberal leadership hopeful Paul Martin, to demonstrate to him the cohesive views of the construction industry related to the importance of sustained investment in Canada's infrastructure assets. As a result of the meeting there has been an expressed willingness to meet with the industry annually.

We tried albeit unsuccessfully, in partnership with the CCA, to persuade the provincial and federal government to amend its Hours of Service Regulation.

We adopted two position papers addressing strategies and policies for investment in Canada's infrastructure. One is entitled "National Infrastructure Strategy (NIS) and the second "Federal Fuel Tax Allocation to the National Highways Program." Each of these briefs are available for members to take.

We created a binder of information entitled: "*A Reflection of Activities*" which chronicles the areas of activity, briefs, positions papers and efforts of the WCR&HCA for the period 1997 to present. Our objective is to annually update this binder and ensure that each association has one at its offices. When you examine the material, it really is quite remarkable, how many areas of activity the WCR&YCA has pursued.

When you consider that the term of office for the WCR&HCA Board is one year, 2003 was indeed busy.

Given the changing public and political moods, it is reasonably safe to be optimistic about sustained and increased levels of investment in Canada's infrastructure. The cautious side of all of us must temper that optimism against a "*show me the funding*" reality.

It has been a privilege to have served with and for this Board, and to have had the opportunity of supporting the efforts of the heavy construction and related industries.

I thank all Board members for their support. Most importantly I express my appreciation for the ongoing support we receive from the four member associations.

Our work is not done. We are closer. We must continue.

I thank you.

A handwritten signature in black ink, appearing to read "Frank Rizzardo". The signature is fluid and cursive, with the first name "Frank" being more prominent than the last name "Rizzardo".

Frank Rizzardo,
WCR&HCA Chair 2003-04



WCR&HCA Board of Directors & Officers 2004-05

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February 18, 2004

Incoming Chair Presentation – Priorities for 2004/05

The WCR&HCA has a proud history of having made sustained, consistent and constructive contributions to the national lobby efforts for the heavy construction industry.

If you reflect on the priorities of the WCR&HCA, namely an infrastructure program, a national highways program and a strategic infrastructure investment program, you begin to realize that many of those themes are reflected in existing or emerging government policies.

It would be fair to suggest that the priorities of TRIP/Canada and the CCA as they relate to our industry, have to a significant degree been shaped as a result of the consensus positions developed around the Western Canada Board table.

We continue to have a presence at the national level and intend to play a major role in shaping the directions that our national lobby voices pursue.

I think it is important as well that you have a sense of the direction that the Board believes should be pursued on behalf of the heavy construction and related industry. So with your indulgence, I would like to very briefly highlight them for you.

I believe that there are six related areas of priority that deserve focused attention by the WCR&HCA and those are the following:

- a. There has been much discussion about a new “*fiscal deal*” for cities. The public appears to have warmed up to this notion as have the federal politicians. The *New Deal* however must encompass sustained funding from the federal government for a National Infrastructure Program targeting investment in Canada’s core municipal infrastructure;
- b. Given the emerging political and public profile roles being taken by municipal politicians and core municipal funding, it may be appropriate for the WCR&HCA to establish stronger and more visible linkages with “*Western Hub Mayor’s Caucus*” and Federation of Canadian Municipalities (FCM).
The FCM has recently launched a “*Bridging the Gap Program*” which is an infrastructure awareness and policy promotion effort in recognition of the serious lack of government policy and funding.

In keeping with this thought we should invite the “*Western Hub Mayor’s Caucus*” to participate at our conferences and try to host “*Mayors’ Infrastructure Roundtable*,”

- c. A National Highways Program long overdue in this country, regrettably still eludes our nation. We must continue to pursue appropriate contact with federal and provincial governments in support of federal fuel tax allocation towards a National Highways Program;
- d. Strategic Infrastructure Investments which facilitate new economic activities continue to be an area of importance to our industry;
- e. The mission of the Transportation Awareness Partnership (TAP) is completely in sync with our objectives and we should support it; and

- f. To assist in our being able to better influence political leaders, we should continue the efforts aimed at enhancing and raising the profile of the WCR&HCA and the industries it represents, through the use of the website and other related mass media instruments.

There remains much to be accomplished. If our past is any reflection of the future, I am convinced that the four member associations working in partnership and by consensus, are up to that ongoing challenge.

I look forward to working with the Board and ask for your continued support of our efforts.

Thank you!

A handwritten signature in black ink, appearing to read 'Cal Moon', with a stylized flourish at the end.

Cal Moon, P.Eng. G.S.C.
WCR&HCA Chair 2004/05