

FALL 2013

# The ROAD BUILDER

*The quarterly publication of the Ontario Road Builders' Association*

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New ORBA Director,  
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Building  
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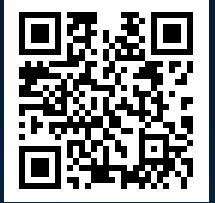
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### Our Apologies

In the summer 2013 issue of *The Road Builder* we ran an editorial entitled Aboriginal Procurement Pilot Project: Breaking New Ground where we incorrectly credited quotes to Phyllis Bennett of the Ministry of Aboriginal Affairs. The quotes should have been credited to Kristin Franks, Aggregate Resources Information Officer, Ministry of Transportation, North Bay.

Our apologies to both Kristin and Phyllis.



**Geoff Wilkinson**  
Executive Director

# Executive Director's Message

It's hard to believe that summer has come and gone and that we are starting to look ahead to 2014. There have been some interesting issues to deal with over the past few months, some of which include the "girder issue" on the Herb Gray Parkway and the second Reading in Legislature of both the *Aggregate Recycling Promotion Act* (Bill 56) and the *Fair and Open Tendering Act* (Bill 73).

ORBA is continuing to work with the MTO through the CFAAST Implementation Committee on the key issues ORBA raised as concerns with fair, open and equitable procurement arising from the CFAAST and subsequent BLG Report. We are continuing to pursue a holistic approach to implementing all aspects of the Joint Agreement of January 2013 and are working on revised contract terms and supporting documents. Among these is a new Non-Specific Special Provision (NSSP) which, when finalized will bring the newly achieved dispute resolution (DR) process into the MTO General Conditions. Another such critical pursuit is the satisfactory implementation of the agreement in principle which will bring about the end of what could be perceived as an undemocratic and unfair threat of disqualification against contractors (the 'Exclusion Clause'). As the work of our implementation committee continues, we are also continuing our dialogue with the Minister of Transportation and Infrastructure on the progress made,

to ensure that the mandate for fairness and transparency continues to be 'top-down.'

We have started to hear a lot more about alternative financing and procurement (AFP) and alternative delivery model projects rolled out by MTO and Infrastructure Ontario. Members seem to have more questions than answers on how they can participate in these types of projects. ORBA will be presenting an Alternative Delivery Model Symposium on December 2 (tentative) in Toronto, featuring presenters from MTO and Infrastructure Ontario. This one day event will provide you and your senior management team detailed information on pre-qualifying and bidding on the different types of design build and alternative financing and procurement projects in the works for the next number of years.

We are also working hard at putting together our 87th annual ORBA Convention from February 3 – 4 at the Fairmont Royal York. This is a key industry networking and educational event which shouldn't be missed. We hope to see you there.

This summer has brought about a few staffing changes at ORBA with Patrick McManus and Karen Renkema moving on to other industry associations. We are fortunate to have Ashley De Souza join us as our new Director of Government Relations. Ashley is an experienced government relations professional with experience within the provincial government and most recently with another provincial construction association. Ashley can be reached at 905-507-1107 ext 223 or by email at [ashley@orba.org](mailto:ashley@orba.org)

ORBA's Board of Directors recently approved a new strategic plan, which will help guide the association over the next 3 - 5 years. I look forward to building on ORBA's strengths by adding new activities, products and services - all of which will provide additional value to our members.

Your input, suggestions and opinions are always welcome. Please feel free to reach out to me at [geoff@orba.org](mailto:geoff@orba.org) or by phone at 905-507-1107 ext 224. ■

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# Around Queen's Park

## MPPs return for fall session

by Ashley De Souza, Director, Government Relations

As kids head back to school in September, MPPs are also heading back to work at Queen's Park after spending the summer months in their constituencies. The Legislature resumes on September 9 for the fall session. Before the Legislature rose for the summer, the governing Liberals had looked to develop a very

cooperative and collaborative approach with NDP on common issues and policies. This had been buoyed by the support Premier Wynne was able to garner from NDP Andrea Horwath for her first Budget. However, a lot has changed since the Budget passed in what has proven to be a very busy and eventful summer for provincial politics.

By-Elections were called on August 1 in five ridings across the province to replace former Premier Dalton McGuinty and four former Liberal Cabinet Ministers. These by-elections, which are normally a mini-referendum on the governing party, left all three party leaders strategizing on how to come out the winner. In the end, all three leaders claimed victory as the Liberals held onto two seats, the NDP picked up two new seats and the PCs won a seat in Toronto for the first time in almost 15 years.

The newly elected MPPs from east to west are: John Fraser (Lib, Ottawa South), Mitzie Hunter (Lib, Scarborough Guildwood), Doug Holyday (PC, Etobicoke-Lakeshore), Peggy Sattler (NDP, London West), and Percy Hatfield (NDP, Windsor-Tecumseh). As a result, the makeup of the Legislature has changed slightly with governing Liberals holding 50 seats, the PCs 37 and the NDP with 20. The aftermath of these by-elections have seen Andrea Horwath and the NDP as the biggest winners, gaining in momentum and popularity, winning handily in Windsor and stealing a seat in London that the NDP was not expected to win. Meanwhile both Liberals and PCs have been left reassessing their strategies following internal concerns over the final results.

Given the dynamics and results of the five by-election campaigns, it remains to be seen the approach and tone that will be taken by the governing Liberals and both opposition parties going forward. Leading into the summer, the NDP had been more willing to cooperate with

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the government, propping it up to see some of their policy ideas implemented while the PCs have all along stated that they would not work with the government and were determined to force an election at the earliest opportunity.

The scandals surrounding the costs to relocate the Oakville and Mississauga gas plants were very much prevalent throughout the whole summer as the Standing Committee investigating the matter sat during the summer months and had called numerous high profile witnesses to testify. However, it does remain to be seen if this issue will continue to dominate the Legislative agenda once MPPs return to Queen's Park or if the political gridlock that saw only one piece of legislation, the Budget Bill, passed in all of 2013 so far is finally broken.

Political pundits are speculating going into this fall session, that perhaps Andrea Horwath may be feeling more confident after picking up two extra seats and would be less inclined to help Premier Wynne and instead gear up for a general election. On the other hand, after only winning one seat out of a possible five, the PCs might look to change their approach as well and look for some deliverables and issues to collaborate on in the fall to take credit for leading up to an inevitable general election. That said, an election, while possible before the end of the year, will most likely be called next spring when the Wynne government unveil their 2014 Budget.

Regardless of the overarching political climate that overhangs the Legislature this fall, there still remains work to be done and a number of important and interesting issues will be debated in September. Bill 73, *The Fair and Open Tendering Act* will move forward to the Second Reading debate in the Legislature in September. The Private Members Bill which was introduced by PC MPP Michael Harris in May would ensure that all publicly funded ICI construction projects in Ontario municipalities and school boards are openly tendered.

Bill 56, *The Aggregate Recycling Promotion Act*, 2013 which was introduced in April by PC MPP Sylvia Jones will also be debated in the Legislature in September. The Bill aims to encourage aggregate recycling in Ontario by eliminating barriers to recycled aggregates being considered for use in public sector construction across the province. In effect, the proposed Legislation prevents public sector owners, including municipalities, from refusing to consider a construction bid for work, or refusing to enter into a contract with a company, because they propose to use non-virgin aggregates.

Hopefully, regardless of the ongoing political posturing that inevitably dominates minority parliament, there will actually be some progress on much needed legislative reforms and issues. ■

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# ORBA Strategic Plan 2013

Last fall, at the ORBA President's Tour, we gathered feedback from members on our industry's top issues, challenges and opportunities along with input on the association's strengths and weaknesses. The ORBA board has taken this feedback and in conjunction with our 2009 strategic plan looked at where we are today and where we want to be in 3 - 5 years. All of this has been rolled up into a new strategic plan that was drafted at a special board meeting over the summer.

Below is a look into ORBA's strategic plan that will guide us over the next 3 - 5 years.

Ontario Road Builders' Association (ORBA) "Keeping Ontario Moving"

Mission: Support and promote the growth of Ontario's transportation infrastructure industry.

Vision: The leading voice of Ontario's transportation infrastructure contractors.

## ORBA Strategic Objectives:

1. Advocate for growth of the transportation infrastructure industry in Ontario
2. Provide a highly effective government relations program
3. Promote fair, transparent and equitable business policies and practices
4. Provide association leadership within the industry
5. Promote industry best practices and innovation
6. Educate members and stakeholders on the evolving transportation infrastructure industry
7. Provide exceptional support to membership through products and services

## Strategic Objectives - Defined

- 1) Advocate for growth of the transportation infrastructure in Ontario:
  - Increased municipal, provincial and federal budgets and spending on building, maintenance and rehabilitation
  - Promote economic value of spending
  - Identify and advocate against transportation infrastructure deficits
  - Promote civil construction trades and careers
- 2) Provide a highly effective government relations program:
  - Develop strong relationships with municipal and provincial politicians
  - Research industry issues, challenges and opportunities
  - Develop and communicate policy positions
  - Work with politicians to solve issues and challenges and create opportunities
- 3) Promote fair, transparent and equitable business policies and practices:
  - Work with municipal, provincial and private owners to develop and utilize fair, transparent and equitable business policies, practices, standards and specifications through political and bureaucratic advocacy and committee work
  - Work with government to ensure Ontario contractors have fair and equitable access to all transportation infrastructure projects

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- 4) Provide association leadership within the industry:
  - Participation and leadership within the CCA
  - Participation and leadership within industry coalitions
  - Provide staff and volunteer expertise through leadership roles within industry associations, coalitions, committees, councils and owner committees and working groups
  - Promote co-operation and collaboration within heavy civil industry associations
- 5) Promote industry best practices and innovation:
  - Research areas of best practices and innovation
  - Develop best practices guides / manuals
  - Promote accident prevention and worker health and safety
  - Share best practices with members and other industry associations
- 6) Educate members and stakeholders on the evolving transportation infrastructure industry:

- Road Building Academy, Convention, seminars, symposiums, The Road Builder magazine, Information, Highway e-newsletter, bulletins, website
- Identify member's needs
- Develop or partner to deliver education
- Effectively manage educational activities / programs
- 7) Provide exceptional support to membership through products and services:
  - Identify members' needs
  - Develop or partner to deliver products and services
  - Effectively manage products and services

With our new strategic plan in place, ORBA staff, led by Geoff Wilkinson, Executive Director, will begin to draft and implement work plans for each of our seven strategic objectives.

"I am very pleased that we have a new strategic plan in place that will help guide ORBA through the ever-changing landscape we operate in," says John Blake, ORBA President. "It is clear we need to maintain a strong voice for our members and we need to build on the activities, products and services we offer. It is going to be a challenging yet exciting few years ahead of us. ■"

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# INTRODUCING Ashley De Souza

## New ORBA Director, Government Relations

ORBA would like to welcome Ashley De Souza as Director, Government Relations who began on August 19. Ashley is replacing Karen Renkema whom resigned earlier this summer.

Ashley has most recently been employed as the Vice President, Policy & Government Relations for a provincial construction association. Prior to this, he spent six and a half years working in provincial government at Queen's Park in two different ministries including Senior Advisor to the Minister of Health and Long-Term Care, and the Ministry of Public Infrastructure Renewal.

Here are a few questions that we asked Ashley to answer for ORBA Members.

**Q:** What attracted you to this position at ORBA?

**A:** Traffic and gridlock has become, in my opinion, the #1 issue affecting economic growth and social prosperity in Ontario. In my undergraduate studies, I became very passionate about urban planning and the key role transportation and transit planning plays in the vitality of a community.

Whether people are stuck in traffic trying to get to and from work or simply trying to drop their kids off at school or get to a doctor's appointment, traffic creates a tremendous burden on people's everyday lives.

Advocating for more investments in transportation infrastructure projects at all three levels of government is not only vital to help eliminate the staggering infrastructure deficit we currently face here in Ontario but to also expand on existing transportation infrastructure so Ontarians are able to get home from work earlier and enjoy a higher quality of life.

Being able to advocate on behalf of ORBA members for these investments is a conversation I look forward to having.

**Q:** Where is home and have you always lived in the same area?

**A:** I live in Liberty Village in downtown Toronto after growing up in North York.

**Q:** What, if anything, do you miss about Queen's Park since leaving there a year and a half ago?

**A:** As with any work you undertake and feel passionate about, the biggest thing I miss about Queen's Park

are the friendships and relationships developed while working at the Pink Palace, whether it's former colleagues, ministry staff or those who work in the Precinct. Having the opportunity to drop by from time to time and say hello to old friends is something that I quite enjoy.

**Q:** What are some of the biggest challenges you see ahead for ORBA Contractor Members?

**A:** The biggest challenge I see for ORBA contractor members is competing locally in a globally competitive market. While there is no doubt that AFPs have increased government's ability to put more projects out to tender, the increasing size, scope and complexities of these projects have increasingly served as a disadvantage to local contractors as we continue to see a rise in foreign contractors bidding on these local projects. Ensuring that all ORBA contractors are given a fair opportunity to compete for future infrastructure projects will always be a top priority.

**Q:** How will you stay on top of all of the issues facing transportation infrastructure contractors?

**A:** Without a doubt the positive and collaborative relationships that ORBA has developed with government are key to continually addressing issues as they arise. However, most importantly is hearing from ORBA members directly on what issues they are facing during their day-to-day operations.

I would encourage all ORBA members to feel free to contact me directly should they ever have an issue they feel needs to be addressed.

**Q:** Outside of work, what are some of your personal interests?

**A:** When I am not at work I am a huge sports fan, particularly basketball and baseball (although Toronto sports teams have let us down for quite some time now). Travelling abroad is also something I like to do when I have the time. Over the past couple years I've been fortunate to travel to China twice, throughout Europe including London and Paris, Egypt, and Goa. Singapore and Australia still remain at the top of my destination list.

Ashley can be reached at [ashley@orba.org](mailto:ashley@orba.org) or by phone at 905-507-1107 ext 223. ■

# SAVE THE DATE!



The Ontario Road Builders' Association is pleased to host its **87th ORBA Annual General Meeting and Convention** once again at the beautiful **Fairmont Royal York Hotel in Toronto on February 3 & 4, 2014.**

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Agenda details on speakers and topics, along with sponsorship opportunities and exhibitor information, will be available in late October.

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# Momentum Building for Bill 69

## An update on the *Prompt Payment Act*

**T**imelier payments and better financial transparency are just some of the improvements being sought through the introduction of a bill designed to enhance contract standards within the construction industry. Dubbed the *Prompt Payment Act, 2013*, Bill 69 aims to clarify the rules and regulations by which construction contract payments are governed, as well as provide greater risk protection for contractors and subcontractors.

The bill was introduced by Steven Del Duca, MPP for Vaughan, in spring 2013. In his statement to press prior to its second reading in May 2013, Del Duca insisted the intent of the Act is to enhance standards across the construction sector, saying, “I am proud to have brought forward a bill that produces significant measures to improve payment standards within the construction industry. For many months I have consulted with industry representatives who have provided me with insight into the need for these reforms. This is an important bill which addresses issues that members from all sides of the House can and should support.”

Key components of Bill 69 include clarification on the delivery and timing of progress payments, the payer’s obligation to retain holdbacks under the *Construction Lien Act*, and new regulations stating payments can only be withheld with notification within 10 days after a claim is submitted. The bill also outlines conditions by which contractors and subcontractors would have a right to suspend work or terminate the contract.

“The main purpose of the *Prompt Payment Act* is to set out minimum norms for payment schedules in the construction industry in Ontario. A secondary component to the bill is that it provides a number of remedial measures to those contractors who have not been paid on time” explains Del Duca.

Bill 69 also introduces new rules governing a contractor’s right to financial information. Specifically, it states: “Before

entering into a contract related to an improvement, an owner shall provide the contractor with the financial information prescribed by the regulations for the purpose of demonstrating the financial ability of the owner to make the payments provided for under the contract.”

Speaking with *The Road Builder* magazine, Del Duca acknowledged the strong backing he’s received from industry stakeholders like ORBA. Indeed, Geoff Wilkinson, Executive Director of ORBA, believes Bill 69 represents a solid move forward for the road building industry, noting, “There are significant cash flow demands our members face on a regular basis that make delays in payment difficult to manage. ORBA members are pleased that prompt payment issues are being addressed through MPP Del Duca’s Bill.”

### Act in review

Bill 69 was introduced on May 13, 2013; after which it passed second reading on May 16, 2013. Currently, the bill has been passed to the Standing Committee on Regulations and Private Bills where it is now subject to discussion from political partners, members of the public, and industry stakeholders.

“ORBA is in the process of consulting our members on the technical aspects of the *Prompt Payment Act*,” reported Wilkinson, adding, “There are some issues and questions with the bill we would like to be addressed but overall we are satisfied with it.”

Indeed, Del Duca says the Act is gaining traction and he is confident its time with the Standing Committee will strengthen its chances in the House. “The reaction to the *Prompt Payment Act* has been overwhelmingly positive. It is difficult to predict outcomes in a minority government, however all three parties and the industry have been extremely supportive of this bill so I am very hopeful the bill will successfully pass into law.” ■

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# Nipigon River Bridge to Mark an Ontario First

The boots are on the ground in northwestern Ontario where Bot Construction crews have commenced work on Ontario's first cable-stayed bridge across the Nipigon River. The landmark project is set to play a critical role in the Government of Ontario's plans to expand a 104-km stretch of the Trans-Canada Highway 11-17, and will see the installation of a 252-metre, four-lane cable stayed bridge along the bay's corridor east of Thunder Bay—the first ever in the provincial highway system.

Taking the lead as prime contractor is Bot Construction in joint venture with Ferrovia Agroman Canada who, along with the contract administration team under Hatch Mott MacDonald, began work on the \$106 million contract this July.

"To be the first in Ontario on a project like this is a matter of great pride for us at Bot. But, from our perspective, it's also an opportunity for everyone involved to grow our expertise and capacity," says Roy Bot, President of Bot Construction Group. "Through our joint venture partnership with Ferrovia Agroman Canada, we'll be combining our local credentials with the significant expertise in cable-stayed structures that Ferrovia brings to the project. Our Bot-Ferrovia project team, sub-contractors and construction trades will be working on a highly complex design, with construction sequencing that demands significant engineering and construction expertise and precision of execution. Together with our Ferrovia partners, we'll draw on our respective knowledge and experience to deliver the project."

Work on the Nipigon Bridge is slated to be conducted in two phases, with initial work encompassing construction on the northern half of the structure. According to Max Nie, Senior Bridge Engineer with McCormick Rankin, a designer on the Nipigon Bridge team, the process in itself will be something of a milestone in Ontario development, explaining, "The construction of the new bridge may well be a record breaker for this type of bridge. To our knowledge, it is the first such bridge in the world built in halves to facilitate the maintenance of traffic throughout construction. The north half of the bridge will be constructed first while traffic is maintained on the original structure. In this stage, only two planes of cables will be constructed. Traffic will then be transferred onto the newly constructed north half of the bridge and the existing bridge will be demolished. The second half of the bridge and the third plane of cables will then be constructed. This will dramatically and permanently change the loading in the first two planes of cables."

Pre-work logistics activities commenced in July 2013, followed by site operations in August. At time of print, piling operations are underway, which entail installing 180 steel piles to depths of 50 to 70m and pouring the 5,500m<sup>3</sup> substructure.

Work on the bridge will consist of installing a cast-in-place substructure to the west of the river and erecting a pre-cast, three-tower centre pier. The bridge's deck will be constructed in stages, beginning from the centre pier and spanning outwards to the east and west abutments.

"It will be a beautiful landmark structure," assures Steve Bot, Vice President and General Manager of Bot Construction Group. "The key architectural features of the bridge are the single centre pier, three-tower structure at a height of 51m above the bridge deck, and the 66 steel cables connecting the bridge deck to the towers. Two decks—one of 139m and one of 113m—will span out from the centre pier to the east and west abutments. The massive, cast in place sub-structure will not be an obvious architectural element but it is a very significant engineering component of the design."

Surrounding road work will see the placement of 150,000 tonnes of granular; as well 125,000m<sup>3</sup> earth excavation, 60,000 m<sup>3</sup> of rock embankment, and the installation of roadway lighting and surface course asphalt.

Reflecting on the project as a whole, Steve notes, "To build the bridge, we'll be pulling together a team with a very broad set of construction skills which will run the gamut of construction trades, including technical services, engineering talent, and specialty services. Like most projects, work is sequential, so it's a little early to say precisely how many people or how many pieces of equipment it will take to complete the job. But, I think it's reasonable to say that a project of this size and scope will touch a lot of people—directly and indirectly—either during construction or in the longer term."

## A natural blend

Developing in Ontario's natural landscape meant approaching the Nipigon

Bridge’s design with a green touch. As such, plans for the bridge required an acute awareness of the surrounding habitat, including the Nipigon River itself which is considered a globally renowned brook trout river; and Gapen’s Pool, which supports critical reproductive habitat for coaster brook trout.

“The east bank of the river adjacent to Gapen’s Pool serves a critical hydrological function to support this habitat by filtering, collecting, storing, and percolating groundwater into underwater springs beneath the river. Therefore, we chose the locations for the new foundation elements at the design stage to avoid adverse impacts to groundwater flow,” explains Nie.

In approaching the design, Nie adds McCormick Rankin based its plans on avoiding all in-water works during construction, explaining, “The Nipigon River is a part of a National Marine Conservation Area of Canada established by the federal and provincial governments. The Lake Nipigon Basin Signature Site is one of nine signature sites under Ontario’s Living Legacy Land Use Strategy. Our bridge design was principled on preserving the nature beauty.”

**A ‘remarkable addition’**

In a July 2013 announcement, Michael Fravelle, Minister of Northern Development and mines stated this bridge will go a long way towards enhancing the safety and ease for commuters, as well as strengthen the region’s tourism and economy.

“The Nipigon River Bridge will be a remarkable addition to Northern Ontario’s transportation network along Highway 11-17, which is recognized as a scenic and historic gateway in the North – a major link between Canada’s east and west. The expansion of this corridor is a monumental undertaking, and one that will pay huge dividends in the form of job creation and future economic development.”

Adds Roy Bot: “It’s an extraordinary career and business development opportunity for everyone involved, and will strengthen our local capacity to compete on complex infrastructure projects.” ■



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Innovation, integrity, and a solid foundation are the cornerstones to a successful build. They're also the traits that have come to define Steed and Evans Limited. Now, as the St. Jacobs-based civil infrastructure firm raises a toast to its 60th Anniversary, staff and company veterans alike are using the diamond anniversary to reflect on past achievements and future prosperity.

"Every firm should celebrate their success," says Jim Hurst, Vice President of Construction and Maintenance. "After our 50th anniversary, we decided to make a point of recognizing every 10 year milestone, because these are the milestones worth celebrating."

No doubt, Steed and Evans' 60-year milestone is something of an industry rarity, and key to its longevity are the employees who contribute to the company's growth on a day-to-day basis.

"Our management has made good decisions throughout the years, but at the end of the day our success comes down to the great people working for

us," says Jim, adding, "Part of celebrating our 60th year has been thanking everyone that has worked for us to make us successful for this long."

In so doing, Jim, along with his partners Malcolm Matheson and Paul Sousa, and Steed and Evans executives, have made recognizing the company's employees a focus of this anniversary. Festivities have included BBQs, outdoor galas, and a special nod to the company's elite '25-Year Club.'

"We have about 60 members in our 25-year club, and half of those are still working for us. There are even some 45-year employees, so we're pretty proud of that," says Jim. "It's uncommon now for people to work at firms for the long-term like the old days, but we're happy we've been able to keep our valued employees by reminding them how much they mean to the company and by taking steps to make this a proud place to work."

Steed and Evans found its footing in 1953 when partners Roy Steed and



Denis Evans left their respective industry positions to form a bridge building firm in the heart of Southern Ontario. From their earliest jobs developing bridges across Highway 27 (now Hwy 427) and tackling high profile projects for Ontario’s young “super-highways” system, the company soon extended its reach into the Niagara Peninsula through the purchase of Moyer Sand and Drope Construction Limited in the 1960s—a move that provided Roy and Denis an opportunity to add asphalt paving, aggregate supply, and road construction and rehabilitation to the company’s growing slate of services.

The next two decades saw Steed and Evans continue its forward momentum. In the 1970s, Steed and Evans added a construction division to its mix through the acquisition of Black-top Construction; as well as purchased plants and reserves in Heidelberg, Bridgeport, and Preston. It was also during this decade when Steed and Evans capped notable projects like the Queenston-Lewiston Bridge and East Street Main Tunnel, and become the first Canadian company to pursue the epoxy asphalt business.

The acquisitions and expansions continued into the 1980s when, in 1989, Roy and Denis rolled out a Management Stock Option Plan which sought to bestow ownership of the company to top employees in order to pave the way for their eventual retirement. This was later followed by a succession plan in 1996 which saw Brian Barrett, Walter Nudyk, and Malcolm Matheson acquire Steed and Evans Limited’s construction, materials,

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and road maintenance business while Roy and Denis moved forward with their new company, Steed & Evans Holdings Inc.

In the years since, Steed and Evans have continued to seek new opportunities for growth and diversification. Among its many milestones include assuming the first of many Area Maintenance Contracts in 1999 for 1,200 kms of Southwestern Ontario, the purchase of Cross Country Concrete, and welcoming Jim and Paul to join Malcolm as its new owners in 2011.

Looking back on Steed and Evans' upwards trajectory, Hurst says, "Those have all been turning points along the way, and one of the keys to our success has been staying in a business when it's good to be in that business and knowing when to get out when it's not."

Hurst adds another secret to the company's success has been staying entrenched in the industry through collaborations with local construction associations and ORBA. To date, four people on Steed and Evans' team have served as ORBA's president, including

both Roy and Denis, Brian Barrett, and—most recently—Hurst himself.

"Part of our success is being plugged into association work. We believe that by donating your time to associations like ORBA that you stay connected to your competitors and the industry," says Hurst.

**The next 10 years**

With its 60-year legacy locked in, Hurst and his partners look forward to celebrating many anniversaries to come. In the meantime, this year's celebrations have afforded Hurst an opportunity to look back on his own 13-year tenure with the company.

"I'm proud of becoming an owner and being able to buy into such a good business," he says. "I'm also proud of my partners, proud of our workforce, our culture, our safety record, and of the fact we do employ a lot of people in the area."

As for what lies around the bend for Steed and Evans, Jim says the plan is to stay on track, noting, "We're a local company that wants to stay local, maintain our market share, and keep our good staff busy." ■

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# Understanding Alternative Delivery Model Projects



Although alternative financing and alternative delivery model projects have been more prevalent over the past few years, there are still a lot of questions from contractors - especially small/mid size companies on how to participate.

The MTO has been working with ORBA on drafting new performance specifications, with an end goal of less stringent up-front testing controls and more emphasis on the back-end warranty. The process for getting to a pure performance specification is still going to take some time and nego-

tiations as the MTO works through their challenge of downloading the up-front testing to the contractor. As we have seen through the Windsor Essex "Girder Issue" there are always going to be some controls, approvals and oversight (checks and balances) through the system that ensure quality and safety standards are adhered to.

Recently, we have seen a lot of industry attention and focus on advocating to Governments that creating projects that are enormous in size and scope do not always make sense economically - especially from a regional

perspective. ORBA has been actively engaged in advocacy with MTO, IO and Government in promoting a balanced approach to size and scope of projects with regional contractor opportunity, with an emphasis on "bigger isn't always better." As a member of the Construction Design Alliance of Ontario (CDAO) we have been vocal about the pitfalls of bundling projects into mega-projects such as the Cross Town Subway Project, which because of the size, scope and risk profile, had potential bidders shying away from the project. The CDAO estimates that the limited competition created an increased cost to taxpayers of \$500 million.




MTO has also had challenges over the past year with bridge bundle tenders that resulted in only one bid. This creates a challenge in taxpayer value in a low-bid process. The MTO seemed surprised and concerned by this and has reached out to ORBA to help them determine the causes of this problem. "This is the type of co-operation ORBA would like to see on bundled projects and alternative delivery models," says John Blake, ORBA President. "We are asking MTO, IO and Governments to go one step further though by including ORBA in discussions prior to decisions being made on bundling and delivery models. Avoiding problems in advance is always better than trying to put out fires afterwards."



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ORBA acknowledges that there are some types of projects that make sense to bundle or deliver through alternative delivery models. We also know that some of our members have been working for many years on competing and delivering on these types of projects in Ontario, across Canada and even internationally. ORBA is not against alternative delivery models but needs to be included in the early planning stages of these projects. "We also have a responsibility to members to help them understand alternative delivery model projects in order for them to compete and grow in this highly competitive marketplace" says Scott Taylor, ORBA Contracts Committee Chair.

Some of the key questions that ORBA members have raised around alternative financing projects are:

What is the pre-qualification process?

How and where do we find out about the financing component?

Who else is interested in these projects that we could potentially partner with?

Who are the design firms available to work with and where do I find them?

What kind of staff expertise do I need over and above what my company has today?

What are the risks and costs of participating in the pre-qualification process?

The answers to these questions would take a significant amount of time and expertise to answer. That's what led ORBA to plan an Alternative Delivery Model Symposium on November 28 at the Royal York Hotel in Toronto from 8:30 a.m. - 4:00 p.m. Senior management from IO and MTO will present detailed information on alternative delivery models to have contractors better understand what is required to participate and compete on these projects. We are also planning a panel presentation from senior management from companies in the AFP contractor marketplace to talk about challenges and opportunities and other things they have learned from the pre-qualification, bidding, partnerships, financing, project man-

agement and construction aspects of these projects.

Look for registration information by email or through the ORBA website at [orba.org](http://orba.org).

ORBA members of all size can benefit from a better understanding of alternative delivery models and the opportunity of networking with other companies that share an interest in competing solely or through partnerships or consortium.

Alternative delivery model projects have become one of the tools in the toolbox for Government, MTO, IO, Metrolinx and other owners to use in building the much needed transportation infrastructure in Ontario. Although, as we have heard, these models can be improved upon, we don't see them disappearing in the near future. Knowledge, collaboration and partnerships will be ORBA contractor members' key strategies in successfully competing in this alternative delivery model project marketplace. ■



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# The Construction Design Alliance of Ontario (CDAO)

## What membership means

**O**RBA is one of the founding members of the Construction Design Alliance of Ontario (CDAO). This Alliance was formed in August 2010 by ORBA, Ontario General Contractors Association, Consulting Engineers of Ontario, Ontario Sewer and Watermain Construction Association, Ontario Society of Professional Engineers, Ontario Association of Architects, Mechanical Contractors Association of Ontario, Association of Registered Interior Designers Ontario, Residential and Civil Contractors Alliance of

Ontario, Ontario Construction Users Council and RESCON to develop opinions and recommendations which will be properly supported by appropriate research and information and presented effectively and professionally to government. The CDAO is a forum for discussion development and advocacy of the broader construction industry's issues related to provincial government policy, legislation and/or regulation.

Membership in the CDAO is available to Ontario provincial associations or

specialty associations that represent employers in the construction, design or engineering sectors. Membership over the past three years has grown from the 11 founding members to also include Ontario Electrical League, Ontario Home Builders' Association and the Surety Association of Canada

CDAO is a strong collective employer's voice for the construction industry. The lobbying and advocacy work that is done complements the work ORBA does on its own. Over the past few years the CDAO has met with key stakeholders including numerous meetings with the Minister of Transportation and Infrastructure.

Many of ORBA's issues overlap with other industry associations. Our participation with CDAO provides a forum to formulate plans, strategies and initiatives to resolve industry issues and challenges with other like-minded associations. Our collective voice works very well alongside our own individual voices. Knowing we have a full bench of strong associations on our team behind us makes "going in the corners" that much easier when we are trying to get our point across to government.

For more information on the CDAO please visit [cdao.ca](http://cdao.ca). ■

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# Waterloo Region's Rapid Transit Plans in Motion

**T**he route is clear, the name is set, and crews are ready to glide. Come summer 2014, work will commence on the Region of Waterloo's ION Rapid Transit service, a state-of-the-art light rail system (LRT) that will link residents and tourists along the Region's main transportation corridor.

"This is a city-changer," says Darshpreet Bhatti, Director of Rapid Transit. "It's not just a construction boon for jobs, it's also part of a long term vision for the Region. We want to intensify along the corridor and we want to make sure the opportunities for travelling along that corridor are provided."

ION LRT represents part of the Region's rapid transit initiative. It will see the construction of a 19-kilometre LRT route stretching from Waterloo's Conestoga Mall to Kitchener's Fairview Park Mall. Phase 1 will feature 17 kilometres of adapted bus

rapid transit (aBRT) from Fairview Park Mall to the Ainslie Street Terminal in Cambridge. Following this, Phase 2 will convert the aBRT route to LRT, creating a seamless 37-kilometre ION service connecting 23 stations between Cambridge and Waterloo.

ION is being developed as a Design, Build, Finance, Operate, and Maintain project (DBFOM) project through Infrastructure Ontario (IO). The Region is currently undergoing its Request for Proposal process after short-listing three potential project teams in early 2013.

### An ION timeline

The genesis of ION dates back to the 1970s when Regional planners identified a central corridor within the community which would be pivotal to its growth.

"At that time, it obviously wasn't identified if it would accommodate an LRT, BRT, or subway; it was just identified as some higher order of transit

that would be required to sustain the future intensification they had in mind," Bhatti explains.

The Region kicked off initial studies in 2003 to determine whether or not higher order transport could indeed be supported and if a business case could be made to garner financial support from the government. Their findings did just that, securing the funds to conduct an official Environmental Assessment (EA) in 2006 to plan the most effective route between Kitchener, Waterloo, and Cambridge. The study was completed, but never submitted.

In 2010, however, the Region moved ahead with a new EA after Ontario rolled out its Transit Project Assessment—an initiative designed to fast track transportation proposals. That process wrapped in 2011 and gained approval from the Regional Council, as well as funding commitments from both levels of government.



With financial support in tow, the Region assembled a team of in-house experts to determine the best course of procurement. In the end, Bhatti says the DBFOM model proved to be the most beneficial course of action, noting, “The finance was added in as a lever rather than getting the financing from the private sector. Essentially, we are holding money to have skin in the game and control for the long term.”

Clarifying the Region’s 30-year maintenance and operations component, Bhatti adds, “Our 30-year maintenance and operations is only 10 years with potential for extensions every five years. This is to give us more flexibility on the operating side. If the team performs well, and we have no issues, we will continue on a five-year renewal basis.”

In October 2012, Bhatti and his team put a call out to potential projects teams through a formal Request for Qualifications (RFQ) process. In February 2013, three teams were short-listed and the RFP for ION LRT was released to them shortly thereafter in June 2013.

“Right now, we have three strong teams who all have local experience. It’s a good mixture of teams that have delivered some of the major projects around the world,” he says.

The RFP is slated to close in fall 2013.

### A North American First

This July, the Regional Council approved the purchase of 14 Bombardier Flexity 2 light rail vehicles (LRVs). Once on the road, the Region’s LRVs will represent the first 100 per cent



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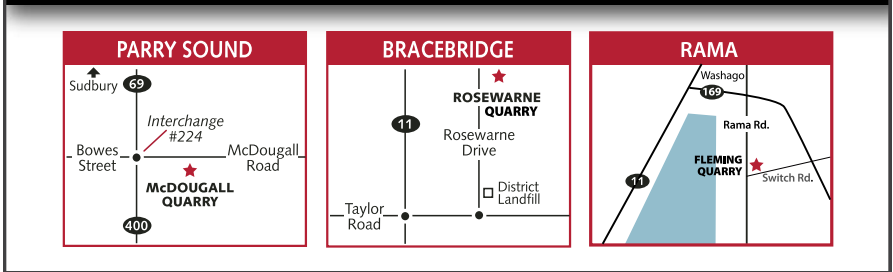
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**The three consortia selected to submit proposals for the Region’s LRT project include:**

**Grandlinq:** Plenary Group Canada Ltd.; Meridium Infrastructure Waterloo; LRT ULC Aecon Construction and Materials Ltd.; Aecon Concessions; Peter Kiewit Infrastructure Co.; Kiewit Canada Development Corp.; Mass Electric Construction Canada Co.; Keolis SA; Keolis Canada Inc.; AECOM Canada Ltd.; STV Canada Construction Inc.; CIBC World Markets Inc.

**Kitchener Waterloo Cambridge Transit Partners:** Gracorp Capital Advisors Ltd.; Fluor Canada Ltd.; Connor, Clark & Lunn GWest Traditional; Infrastructure Partnership; Parsons Canada Ltd.; Parsons Enterprise Inc.; Graham Infrastructure LP; IBI Group; exp Services Inc.; E & E Seegmiller Ltd.; Guild Electric Ltd.; Alternate Concepts Inc.; Investec North America Ltd.

**Tricity Transit System:** SNC Lavalin Capital, SNC Lavalin Constructors; SNC Lavalin Operations & Maintenance Inc.; SNC Lavalin Inc.; EllisDon Capital Inc.; Fengate Capital Management Ltd.; URS Canadian Operations Ltd.; Hatch Mott MacDonald Ltd.

low floor vehicles in North America. This, says Bhatti, will require less infrastructure modifications, explaining “[The LRVs] are very low, so you basically just need to raise the traditional sidewalks a bit and it becomes flush with the vehicle.”

Other low floor models are also set to roll out in major cities across Canada, bringing the benefit of having additional resources to draw upon when, and if, maintenance is required.

In addition to providing residents with a fast and reliable mode of transportation, Bhatti insists construction on the LRT route will have a positive impact on the local economy, saying, “These are multi-national teams and they typically don’t bring the workforce with them. They bring their knowledge and administrative management, but the work will be done by local teams. So yes, this will definitely be a boon for local companies.”

In April, the Region hosted a Rapid Transit Tradeshow that allowed local contractors, businesses, and organizations to meet one-on-one with the three short-listed teams to discuss possible partnerships. Moving forward, Bhatti believes the project will provide opportunities for all companies large and small, adding, “These teams already have some of the big names that are local to the GTA , but they will also rely on the firms that work within the local community to do all the work that’s local here. There’s no denying this will have a positive benefit to these companies.”

**Gliding ahead**

Major construction is expected to begin on the LRT route in the latter half of 2014, with revenue service starting in 2017. Altogether, Bhatti is confident the Region’s multi-phased transportation approach is off to a fine start, saying, “Rapid Transit is just one component of the Regional transit network. We have to make sure that this becomes an integrated part of the overall system, and there’s a lot of money that’s earmarked for overall transit improvements over the next 10-15 years. It’s a pretty big initiative, and ION is just one small step towards that.” ■

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# ASSOCIATE PROFILE

# Canada Culvert

## Innovation Flows From Here

Canada Culvert recognizes that time is money, customer service and quality products are key elements to a successful business. With the introduction of CorPlate, Canada Culvert hopes to provide their customers with one-stop-shopping, for all their drainage requirements.

CorPlate is structural plate corrugated steel pipe (SPCSP) fashioned from

corrugated steel sections, which are bolted together to form different shapes and structures. CorPlate structures are engineered using industry recognized design codes and specifications for soil-metal buried structures. Manufactured with exacting standards in a new modernized facility, with the help of robotic technology, Canada Culvert is able to maintain a high standard of quality control while optimizing production.

Culverts and drainage structures are extensively used by transportation agencies for road systems and are in demand as a significant component of an ever-expanding market. Canada Culvert is dedicated to the transportation industry. Their products address drainage applications in highway design and much more for each unique project. They provide exceptional products as well as support consultants, engineers, and infrastructure owners in providing technical assistance for projects. They work with the most current design procedures, specifications, drainage policies and many other considerations to provide quality drainage solutions for transportation projects.

“The new product will enable Canada Culvert to take on larger and more complex projects,” says Development and Engineering Manager, Scott MacRae. “Canada Culvert will maintain its current business and the addition of our new products will provide customers with more options and choices within the industry.”

Canada Culvert is the 2007 integration of companies spread across Canada, including SPIR-L-OK (BC and Saskatchewan), STEELCOR Culverts (Saskatchewan), FSI Culverts (BC and Alberta) and Canada Culvert (Ontario).

The new Canada Culvert is the culmination of over 150 years of experience entrenched in delivering high-quality, ground-breaking corrugated steel drainage products. By offering versatile, cost-effective products the company has set benchmarks across the Canadian landscape with



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products that include STEELCOR corrugated steel pipe, HDPE, geotextiles, guardrail, water control gates, and beaver control products such as BeaverStop® and Beavercone. A dedicated team of sales and technical experts throughout Canada design and implement drainage solutions that really make a difference.

Established in 1976, Canada Culvert's parent company, WGI Westman Group, has grown to become one of Manitoba's most prodigious manufacturers and one of Western Canada's largest users of raw steel. This growth has been organic in nature as well as through strategic acquisitions.

WGI Westman Group's owner, Russ Edwards, is well known in Manitoba and North America as a keen businessman and innovative entrepreneur in the steel industry. His Canadian privately owned company has 27 manufacturing facilities across Canada and the United States that produce products for the commercial, agriculture and infrastructure industries. This includes subsidiary companies such as Westman Steel, Behlen Industries, Canada Culvert, Meridian Manufacturing Group and Frontier Laser. He is also one of only 15 members of the Manitoba Manufacturers' Hall of Fame.

Named Prairie Entrepreneur of the Year in the manufacturing category of the annual Ernst & Young award program in 2009, Russ Edwards is quick to spread responsibility for the company's good fortune.

"This means a lot to me and my company," WGI Westman Group owner, Russ Edwards says. "But, it's the people who work here who are the ones who earned it."

"Russ Edwards believes in technology and invests back into the company," explains National Sales Manager, Bob Carswell. "Russ understands that well-operating equipment and keeping up with current trends is key to continued production and success in business."

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5. Adrian Tanasoiu, Senior Technologist
6. Ian Mathewson, Estimator
7. Scott MacRae, PEng., Development and Engineering Manager
8. Atiqur Rahman Ph.D., PEng., Senior Design Engineer

on companies that have developed innovative ways of doing business. The awards are granted in three ranked categories and WGI Westman is one of the top 8 with a Platinum designation, reserved for those companies

who make the list for more than six consecutive years. "The WGI Westman Group is proud to be a Platinum Club member," says Carswell.

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# Safe from the Storm

## What we can learn from the Calgary and Toronto floods

**I**t was a historic season for Canadian commuters this summer when record-setting floods wreaked havoc on the highways and byways of Calgary and Toronto. The former disaster was deemed one of the worst flooding incidents in the history of the Alberta city, while the latter was labelled by the Insurance Bureau of Canada to be Ontario's most expensive natural disaster to date, with preliminary damage estimates climbing past \$850 million as of early August.

Combined, the effects of both floods have called the versatility of Canada's transportation infrastructure into question, with some stakeholders arguing that more can—and needs—to be done to safeguard the country's transportation system against water damage.

One such stakeholder is Frank Rizzardo, Chair of the Canadian Construction Association's Board of Directors, who points to the rise in storm intensities as a call for governments to acknowledge the effects of water damage on transportation infrastructure. Citing Calgary's floods as one example, he says the flooding of roads and underpass structures, in addition to the overloading of the city's treatment system, generated damages far beyond costly infrastructure repairs, noting, "The financial cost of the storm should not only be calculated on the cost of repair but on the disruption of lives and the general economy."

Of particular concern is the toll excessive water damage can take on roads; or more specifically, the structures and systems that support them. Typically, Rizzardo explains, roads are

designed to carry loads from traffic and distribute it to the underpinning soil structure. However, in cases of severe flooding, a saturated structure fails to carry a load effectively and can therefore allow the surface to flex. As such, it is not uncommon to see surface distortions at wheel tracks, near manholes, and underlain storm pipes.

"Complete failure can easily occur with significant portions of the roadway or bridge failing as the load is not being transferred to solid ground. It is not uncommon for high storm flows to inundate culverts, washing out embankment fills and cutting off transportation corridors," Rizzardo adds.

Param Dhillon, President and General Manager of DBA Engineering Ltd. is also well versed in the effects of water damage on roads, specifically as it applies to the effects of excessive groundwater or free-flowing water in the form of rain, snow, flooding, or other types of precipitation.

"Moisture in the asphalt pavement can be a contributing factor in many pavement distresses, such as cracking, ravelling, and stripping. It attacks the bond between asphalt binder and aggregates in the pavement," he explains.

This in mind, Dhillon says it is critical that pavement structure layers and their subgrades be designed to drain properly in order to maintain optimal performance throughout the year, flooding or not: "Impeded drainage means lower effective stress and, as a result, lower overall bearing strength. Continuation of lack of drainage of the granular base and subbase courses

over winter months, combined with free availability of water from nearby sources such as poorly drained ditches, high groundwater table, and permeable subgrade soils can lead to the formation of ice lenses and frost related degradation of the pavement when thaw begins in springtime."

### Lessons learned

No doubt, the floods in Calgary and Toronto left a swath of damage in their wake. The take-away from these events, says Rizzardo, is that now is the time to safeguard transportation routes against future events, insisting, "It is time for governments to look at the infrastructure capacity and upgrade it to accommodate what is becoming a higher storm return. Rehabilitation and upgrading storm flow capacity should become a higher priority and involve Federal funding to achieve long-term savings in reconstruction after the events we saw in 2013."

Furthermore, Rizzardo argues the standards for design must also be evaluated and tweaked to reflect the reality of increased weather activity, adding, "Allowing provinces to add upgrading at the time of emergent response to their application of Federal funding is a good start. Currently, the funding available to provinces on an emergency program is only to restore the pre-existing infrastructure. So a failed 2-metre culvert which is undersized can only be replaced with same, not with a proper, larger diameter culvert."

According to Dhillon, provinces like Ontario can further protect the integrity of their roads and highways by providing the industry with updated hydrological information on drainage



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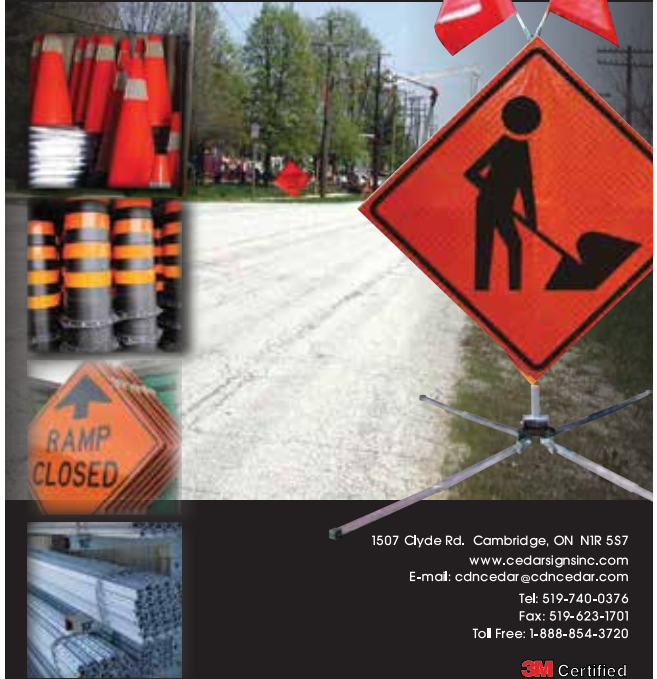


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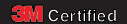
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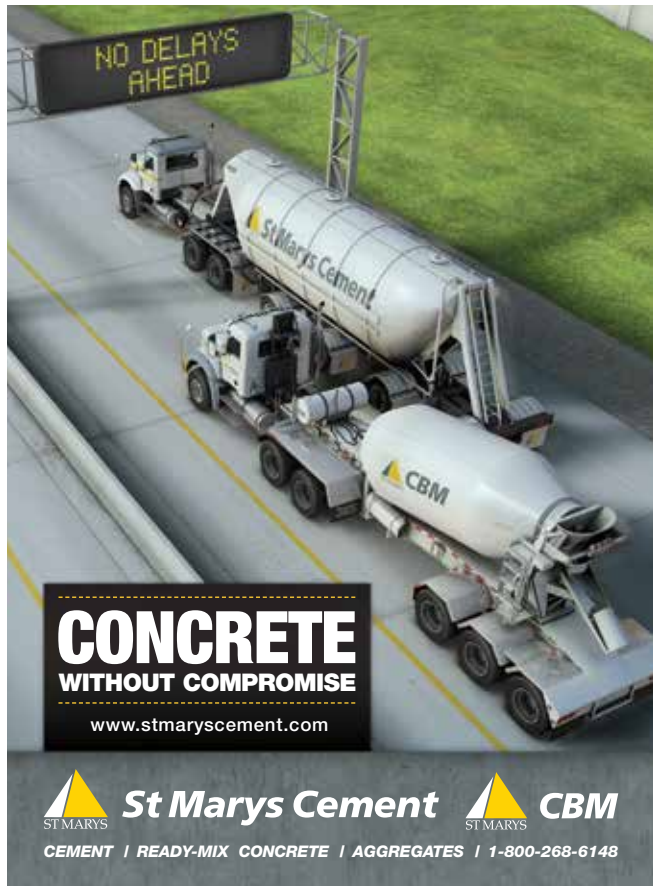
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## SAFE FROM THE STORM

and overland flows, updating stream hydrographs, and weighing the cost of upgrades against that of potential disasters, saying, “[They should] recognize risk versus cost to taxpayers in developing storm criteria for road design, minimizing damage caused by inevitable, unforeseen events such as flooding.”

For road builders themselves, this summer’s natural disasters have not been so much a call to action as a reminder of the need for proactive road design.

“All road builders know one fundamental; that is, one of the most incompressible substances known to mankind is water,” says Dhillon, explaining, “If soil is to be compacted to build a roadway, and that soil is saturated with water, no degree of compaction effort will enable the soil to be compacted, because the water in the soil pores is incompressible. Hence, road builders should be wary of selecting materials for road construction that can impede or slow down drainage from the roadway layers.”

If economically or logistically feasible, Dhillon advises that pavement and road surfaces can also benefit from being built well above predicted flooding levels. Furthermore, he adds it is important for road builders to design and build roads and supporting structures with moisture susceptibility in mind: “The resistance of a pavement to stripping and moisture damage is highly dependent upon the material characteristics. The asphalt mixes should incorporate clean and dry aggregates, as dirty aggregate or aggregates containing clay can inhibit the bond between the aggregates and the asphalt binder, resulting in stripping of asphalt in the mix.”

Digging deeper into the science of road materials, he adds, “Well compacted and dense graded mixes are relatively impermeable, while asphalt binders with higher viscosity improve the bonding. As well, liquid anti-stripping agents and hydrated lime are commonly used when aggregates incorporated in the mix are prone to stripping.”

### The (dry) road ahead

It will be some time before the citizens of Calgary fully recover from the city’s natural disaster. And while many Torontonians have put their brush with Mother Nature in their rear view mirror, the effects of Toronto’s summer flood continue to keep crews at work. If any positives can be extracted from both events, it’s that they’ve reminded industry stakeholders of the importance of effective road design, while also reminding governments of the value of infrastructure investment.

“We’ve been seeing a high incidence of storms that have impacted the very infrastructure we have come to depend on. The roads, sewers, water and sewer systems all help shape our lives and add to the economic equation we live in in Canada,” says Rizzardo. “We will continue to see an increase in these situations - we can plan and build safety into system designs to accommodate them. It will not be cheap, but if done properly, it will prevent some significant costs and personal suffering in the future.” ■

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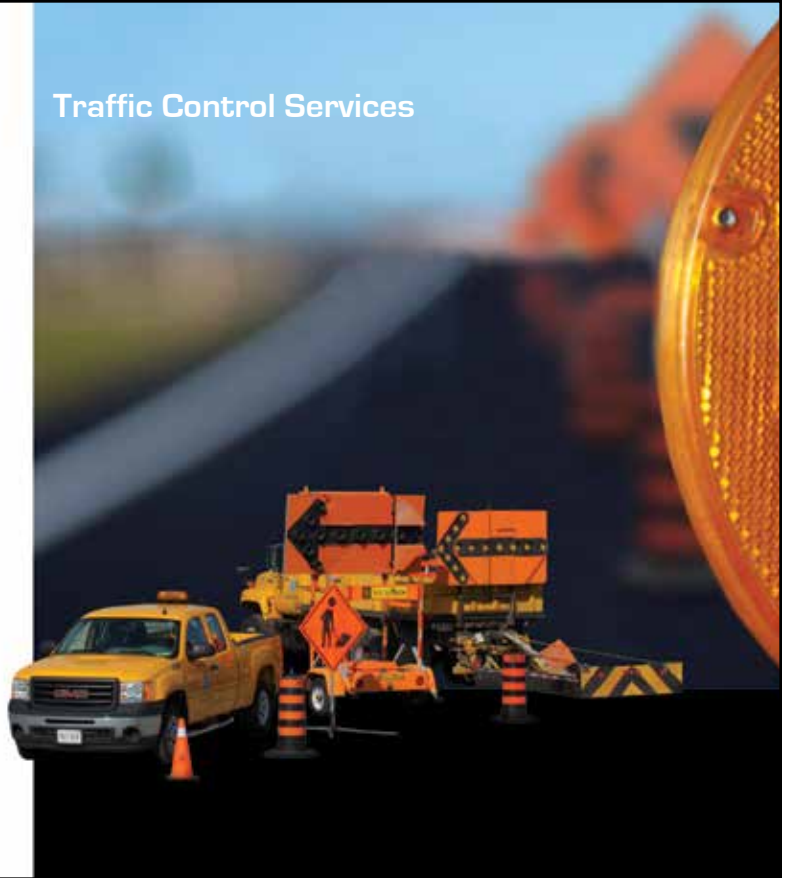
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# Aggregate Recycling Promotion Act Update

Earth Day 2013 marked the arrival of a new private members bill that seeks to endorse the acceptance of recycled aggregates in municipal contracts across the province. Introduced on April 22 as Bill 56, *Aggregate Recycling Promotion Act*, the Bill proposes new regulations that would allow recycled aggregate to be included in bids for all publicly funded construction projects.

“Currently, some publicly funded organizations specify in their tenders for construction work that only primary aggregate, otherwise known as virgin, can be used,” explained Sylvia Jones, author of Bill 56 and MPP of Dufferin-Caledon. “The problem is that when a Request for Proposal stipulates that only bids which use ‘100 per cent virgin material’ will be considered, contractors bidding for the work cannot include any recycled material. In these instances, the aggregate they use must be primary aggregate. The end result is increased demand for primary aggregate, while the stockpiles of recycled aggregate continue to grow.”

As such, key points in Jones’ proposed bill says no tender can be denied on the basis that recycled aggregates are being used. Specifically, it states: “No person or body that forms part of the public sector shall, in calling for tenders for any construction work, refuse to consider a bid for the sole reason that it proposes that the work, or any part of it, can or will be performed using aggregates that are not newly produced.”

Speaking with Road Builder magazine, Jones noted the bill is of particular importance to her district which has traditionally been host to some of largest number of aggregate

extractions in Ontario. As such, she says the issue of aggregate recycling is one that has literally hit close to home, adding, “When you’re dealing with public money, you should be doing as good a job as we can ensuring the stockpiles that we all see when driving the 400 series highways are incorporated into publicly funded projects.”

## ARO Endorsed

Bill 56’s roots trace back to Aggregate Recycling Ontario (ARO), an organization comprised of aggregate recycling committees and seven associations, including ORBA, the Ontario Hot Mix Producers Association; Ontario Sand, Stone & Gravel Association (OSSGA); Toronto Area Road Builders Association (TARBA); Ready Mixed Concrete Association of Ontario (RMCAO); Ontario Good Roads Association (OGRA); and the Ontario Sewer and Watermain Construction Association (OSWCA).

Formed in 2011, the group came to together with the goal of promoting the use of recycled aggregate in the province. As Moreen Miller, ARO executive director and president and CEO of OSSGA, recalls: “We were all working on recycled aggregates and we were all addressing little pieces of it as it impacted our industries. Eventually, we realized we should get together and see if we can come up with something collective that can really engage this initiative.”

ARO efforts attracted Jones’s attentions, thereby giving way to the introduction of Bill 56 just two years after the group’s formation.

“The idea behind her bill is to try and be positive and proactive about how we manage this non-renewable



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resource going forward,” says Miller. “It’s a call to action for public agencies—municipalities and the provincial government—to say that you should be allowing the use of recycled aggregates in all your tenders. That doesn’t mean you have to accept the tender if it has recycled aggregates in it, but what has been happening around the province is that there are many municipalities that do not allow recycled aggregates to be used in their tenders so they use it as a reason to exclude the application from whatever company because it includes recycled aggregates.”

The challenge is overcoming years of pre-conceptions surrounding the application of recycled aggregates. Specifically, Miller acknowledges that missteps made in the early days of aggregate recycling continue to play heavy on municipalities’ decisions. “Some of these municipalities have very strict budgetary concerns and are pretty risk adverse. So if they got a bad load of material 20 years ago, chances are they still remember that bad load and are in some cases unwilling to invest in a new product with the same name.”

Regardless, Miller insists the technologies and practices surrounding recycled aggregates have evolved significantly, adding, “We’re very, very skilled at it now. In fact, the Ministry of Transportation is the biggest user of recycled aggregates in the province. We know now we can supply the MTO’s 400 series of highways with road base made of recycled aggregates, we just have to convince the municipalities.”

If passed, Bill 56 stands to greatly improve the market for recycled aggregates, as well as give contractors an opportunity to save money and resources.

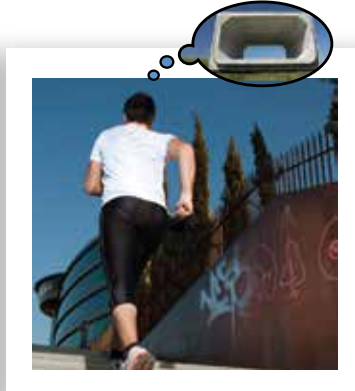
“The most obvious benefit is contractors can start using some of the stockpiled product many of them have; and ultimately, if you’re using more recycled product, you’re looking and purchasing less primary product and that also has its advantages.”

Moreover, Miller notes that the bill would open the door to a better market for recycled aggregates, adding, “This is an opportunity to make it more mainstream and look for better ways to conserve the natural resources we have that we know are running out in southern Ontario.”

### Resolution in September

With Bill 56 set to enter second reading on September 26, both Jones and members of ARO are cautiously optimistic about its chances on the floor. To date, Jones says she has received positive feedback from opposition members, but admits private members bills have a traditionally tougher time passing. Nevertheless, she is confident, noting, “With over 3 million tonnes of recycled aggregate sitting in stockpiles across Ontario and more accumulating daily, now is the time to start promoting aggregate recycling.”

Adds Miller, “Sometimes it takes a long time to change the train on the tracks, but that’s exactly what we’re trying to do.” ■



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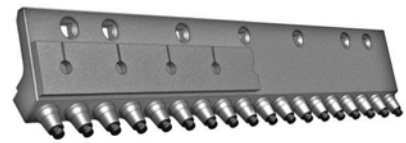
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