

# ROAD **Builder**

FALL 2015

The quarterly publication of Ontario Road Builders' Association

## THE **INFRASTRUCTURE CHALLENGE**

OVERCOMING CANADA'S INFRASTRUCTURE DEFICIT IS GOING TO REQUIRE A HISTORIC COMMITMENT

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# EXECUTIVE DIRECTOR'S MESSAGE



by **GEOFF WILKINSON**  
Executive Director

**W**elcome to the fall 2015 edition of ORBA's *Road Builder* magazine. As our final issue of 2015, what better time to spotlight some of the industry's recent successes and discuss the challenges and opportunities that lie ahead.

This year, ORBA staff and committee members have spent a good portion of the year collaborating with our partners at the Ministry of Transportation (MTO) to resolve industry issues and encourage positive industry change. That includes working with the MTO to implement our Corporate Financial Assurances Audit Services Team (CFAAST) recommendations, which we have recently concluded an agreement on. The new dispute resolution process will resolve, as best as possible, issues at the field level and will provide for an independent referee process. We look forward to sharing with you further information on these changes over the coming months.

ORBA is also consulting with the MTO as it pens an official response to the Auditor General's Winter Maintenance Special Report, and I hope to share news of that closer to the final draft.

Elsewhere, ORBA participated in conversations with the Open for Business Secretariat on red tape reduction measures as part of an ORBA Roundtable with the Ministry of Economic Development and Infrastructure. As part of these discussions, ORBA presented seven of our

industry's key issues for consideration that were obtained through direct member feedback received through our member bulletins issued earlier this year.

One of our main association priorities continues to be that of upholding the health and safety of everyone in our industry. To that end, ORBA recently met with the Chief Prevention Officer, George Gritziotis, to brainstorm strategies to further promote safety and wellness on the job. Moreover, we are looking to collaborate further with the Infrastructure Health and Safety Association (IHSA) to create even more training opportunities for our membership. Health and safety is, and always will be, a top focus for our members.

Last month we held our President's Tour. Over the course of two weeks, ORBA President Blair McArthur visited several cities across the province where ORBA members and industry stakeholders had the chance to meet and speak about the industry's key topics. Thank you to everyone who attended the tour stops in Richmond Hill, Ottawa, Milton and Sudbury; and for making the 2015 tour a great success.

Also last month, we held a glamorous night of dinner, dancing and great conversation for our Annual Ladies' Evening. It was a special night for our members to recognize their employees, spouses and significant others. It was also a great occasion for all of us to celebrate our achievements. ORBA's 2016 Convention and Annual General Meeting is set to follow in the new year, the details of which will be shared soon on our website at [orba.org](http://orba.org).

Speaking of which, ORBA is making a few upgrades both online and off. Our website is in the midst of a full redesign and we will be unveiling a new association logo. Look for these both in the coming months.

I hope to see you out at our upcoming events and encourage you to participate in our many ongoing initiatives. You are also welcome to share your stories and article suggestions for the magazine with myself (Geoff@orba.org), Richard Stamper (Richard@orba.org), or Blair McArthur (Blair.mcarthur@millergroup.ca). Similarly, please feel free to share any industry issues or challenges you may be experiencing.



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# AROUND QUEEN'S PARK

## Busy Fall Agenda for Government & ORBA

Queen's Park returned to regular operations in September with the return of the Legislature after a quiet summer recess. While most of the media attention has been focused on the Federal election, government officials are busy implementing an ambitious government agenda.

The government remains committed to moving forward with implementing the Ontario Retirement Pension Plan as it continues to reveal more policy direction and implementation plans for this file, which was a cornerstone of the Premier's election campaign last year. The government sale of Hydro One, which has become a focal point of the opposition, will also be top of mind for legislators and the media. Additionally, the government's intention to introduce a Cap and Trade system in Ontario will more than likely dominate policy discussions in the coming months as industries continue to wait to see what the "nuts and bolts" of the new proposed program are and how it will impact their industries and individual companies.

ORBA will continue to monitor these issues and reach out to members to gather their thoughts on how these two initiatives will impact your business operations.

Below are two major areas of focus for ORBA over the coming months.

### OPEN FOR BUSINESS ROUNDTABLE

ORBA is working to put together

an "Open for Business" roundtable process with the Ontario government, specific to ORBA members.

Open for Business is a government initiative to streamline government-to-business services and to establish a collaborative relationship between government and business stakeholders; essentially it is a red tape commission. This initiative, which looks at ways to reduce red tape and the regulatory burden on businesses, is responsible for interfacing with ministries across government to ensure progress and resolution of an industry's issues within appropriate timelines.

Representatives at these roundtables are asked to identify five priorities to strengthen their sector's economic success. These priorities need to be under provincial jurisdiction, have no fiscal impact and can be implemented in the short term.

Ministries have two months to address these priorities, or explain why they can't and deliver alternative solutions.

This joint understanding of priorities allows government and the sector to work together more effectively to generate economic growth, create jobs for Ontario families and protect the public interest. To this effect, over the past several months ORBA has been seeking member input on identifying potential issues that may be included as priorities during the roundtable process. We have focused on issues around regu-



by **ASHLEY DE SOUZA**  
Director, Government Relations

latory processes that are a burden to industry, areas where streamlining coordination amongst ministries for necessary approvals would eliminate red tape, to delays in obtaining permits.

We have put forth eight possible topics from which ORBA and government will identify five to address through this roundtable process:

1. oversize/overweight permits
2. CVOR
3. permits to take water
4. late locates
5. axle weights compliance
6. aggregate recycling
7. species at risk compliance, and the
8. movement of excess soils

Along with identifying the issues, we thank members who have already provided valuable information and research into this process including economic impact information relating to costs incurred by companies, additional administrative burdens created, and the ripple effect these issues have on business operations, and most importantly the delays and impacts on job sites. We hope to have this process launched by year's end.

### ALTERNATIVE PROCUREMENT AND DELIVERY MODELS

Over the next 10 years, \$31.5 billion has been committed by the Ontario government for transportation and transit projects. While PHM's funding envelope is expected to remain consistent for traditional procurement, a lot of that invest-

ment will also be delivered through alternative procurement models including: Alternative Financing and Procurement (AFPs); Construction Manager/General Contractor (CM/GC); and Design Build (major and minor).

Our Board of Directors has identified Alternative Delivery Models as the top priority issue for ORBA in 2015. As such, staff are embarking on a comprehensive research, engagement and awareness project on ADMs with the entire membership and our public sector owners, namely the MTO, Infrastructure Ontario and Metrolinx. You may have already seen surveys sent out, which is the first of a three-stage process with our public sector owners.

In the coming months ORBA will seek to achieve this aim by undertaking some research, then facilitating some sessions to hold a constructive dialogue with representatives from Ontario's Ministry of Transportation, Infrastructure Ontario, and Metrolinx. Through this process we hope to build a greater understanding of how alternative procurement models work in Ontario; identify any challenges currently faced by contractors and suppliers in bidding for – or participating in – alternative procurements; and enable greater involvement in projects run through these alternative procurement models.

The next stage involves four roundtables across Ontario with interested ORBA members, and the Ontario Ministry of Transportation, and Infrastructure Ontario, and for two of the sessions we will be joined by Metrolinx.

Dates roundtables are taking place:

- Ottawa - November 9, 2015
- Sudbury - November 10, 2015
- Kitchener - November 24, 2015
- Mississauga - December 10, 2015

Registration and additional details can be found at [orbaroundtable.ca](http://orbaroundtable.ca).

Prior to these sessions, we are gathering your input through a survey. From this survey we will get an accurate picture of where you

are facing the most challenges, and what is currently working well. This insight will be shared ahead of these roundtable discussions with our government partners and ORBA members to form a good basis for discussion. This will also enable us to find the best ways to help going forward in terms of providing clarity around processes, providing training, or further engaging with the government.

ORBA encourages all members to participate in these roundtables as it

is an excellent opportunity for member companies to have a meaningful two-way dialogue with our public sector clients on the issues, challenges and opportunities of the current suite of alternative procurement and delivery models.

If you have any questions about this or any other initiative ORBA is currently undertaking, please do not hesitate to contact me directly at [Ashley@orba.org](mailto:Ashley@orba.org) or 905-507-1107 ext. 223. ■



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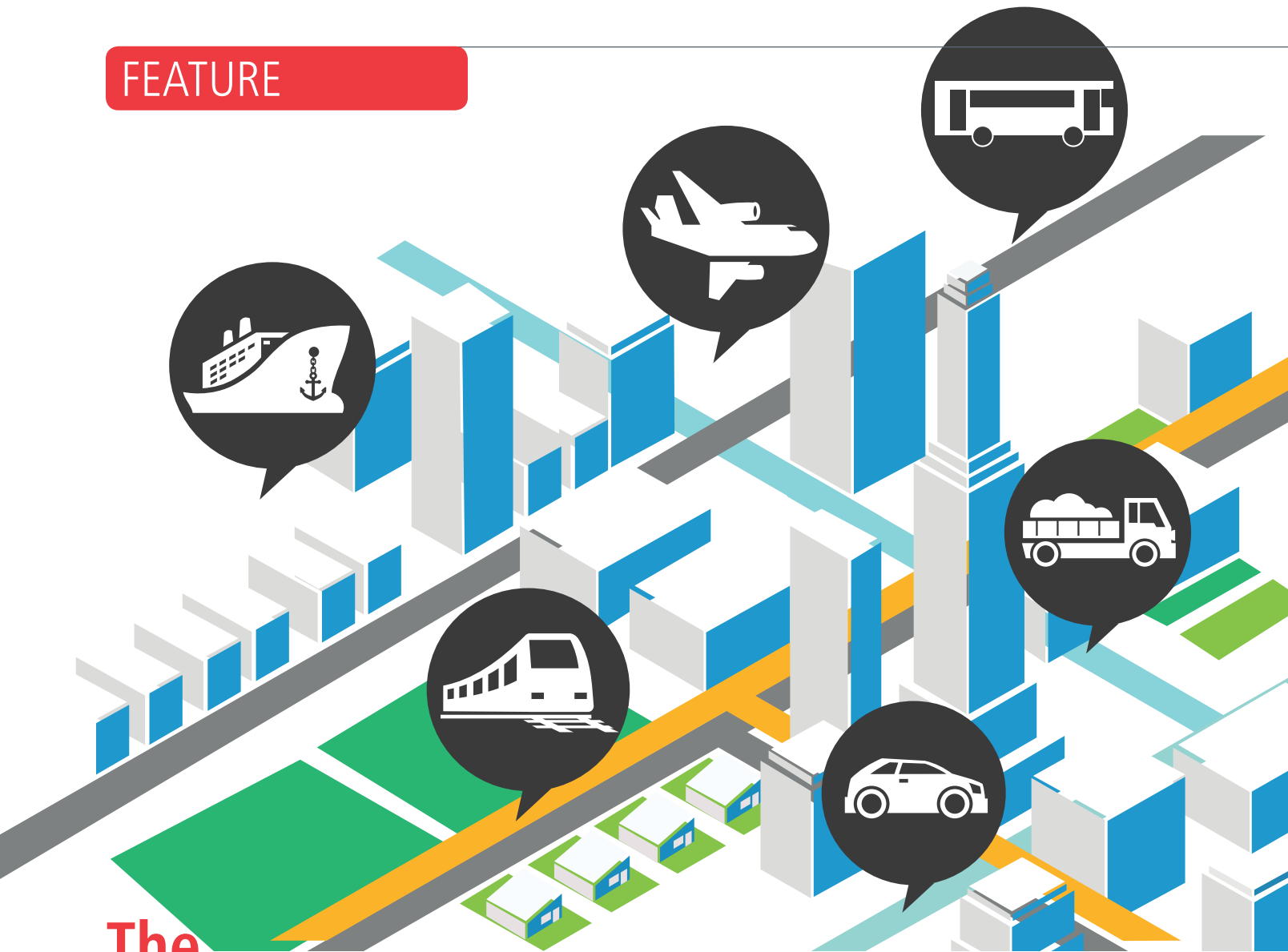


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# The INFRASTRUCTURE CHALLENGE

OVERCOMING CANADA'S INFRASTRUCTURE DEFICIT IS GOING TO REQUIRE A HISTORIC COMMITMENT

by **ANDREW BROOKS**

**F**or something that is widely acknowledged to be a public benefit, infrastructure investment has become a hot political topic in Canada. Few politicians openly disagree with the idea of investing to maintain and upgrade the country's infrastructure, and they're also willing to make what sound like sizeable investments. To take one example, last April the Ontario government announced a 10-year, \$130 billion

infrastructure spending plan. That was welcome news, but securing the funds is still a serious problem.

The other problem is the scale of the challenge. Over the last several decades, the national infrastructure deficit has continued to grow. Today it's at a level that some sources put as high as \$400 billion. And the resulting economic fallout has reached critical levels.

"The Scorecard on Prosperity," a study published by the Toronto Board of Trade, argues that if the population of Canada increases to expected levels in the future, the current estimated \$6 billion in lost productivity from traffic congestion alone will rise to \$15 billion. The study says that existing infrastructure maintenance is another key area that has lagged as a priority, resulting in a huge infrastructure deficit.

“Municipal infrastructure in many jurisdictions could not be categorized to be in a state of good repair,” the study concludes.

The “Canadian Infrastructure Report Card,” issued in 2012, was the first comprehensive attempt to assess the state of the nation’s infrastructure. The report was based on survey data provided by 123 municipalities across the country. Canada’s roads scored especially poorly. Drinking water infrastructure and waste water infrastructure ranked “good, adequate for now,” and storm water infrastructure scored “very good, fit for the future.” Road infrastructure, on the other hand, rated only “fair, requires attention.” The estimated investment required to put this right? \$91.1 billion, or more than \$7,000 per Canadian household.

It’s probably not surprising then, that various levels of government, despite their stated commitment to infrastructure remediation, have also sought to shift the responsibility. Federal and provincial government have consistently offloaded responsibility for infrastructure to municipalities. CANSIM data for capital and repair expenditures reveal the trend; in 1970 provincial governments shouldered

slightly over half of the burden, with local governments at around a third and the federal government chipping in about 15 per cent. As of 2007, the federal share had halved, falling to about seven per cent, the provincial share had declined to just under 40 per cent, and the local level was now comfortably on top at 55 per cent.

But the distribution of resources for handling that burden has hardly followed the same pattern. Despite the fact that Canadian municipalities own over 60 per cent of the country’s infrastructure, they only collect eight per cent of total taxes levied in the country. And while the vast majority of the risk associated with infrastructure investment is borne by provincial and municipal governments, only 12 per cent is of that risk falls to the federal government, although it has by far the greatest resources.

In 2007, the Federation of Canadian Municipalities (FCM) pegged the municipal infrastructure deficit in Canada at \$123 billion. “About half of that deficit in Ontario is for roads, bridges, waste water and storm water [infrastructure],” says Geoff Wilkinson, ORBA Executive Director. Today, federal infrastructure

Despite the fact that Canadian municipalities own over 60 per cent of the country’s infrastructure, they only collect eight per cent of total taxes levied in the country.

spending accounts for about 3.9 per cent of GDP, while in the 1960s that figure was 5.7 per cent. Wilkinson believes that spending should at least reach the five per cent level again.

Michael Atkinson, President of the Canadian Construction Association (CCA) delivered a presentation to the CanaData Construction Industry

## Historical Federal Investments in Infrastructure



Transcontinental Railway

1880



1923

Port of Vancouver



Canadian National Railway

1919-22



1950

Trans-Canada Highway System



St. Lawrence Seaway

1954



1991

Airports



Source: Canadian Construction Association, September 2015

Forecast Conference in September, where he hammered home the point that sustained infrastructure investment is essential to maintaining Canada's future prosperity and quality of life, and that investments in infrastructure increase productivity. The return on investment is impressive, Atkinson said:

In the short term for every dollar invested in infrastructure GDP increases by \$1.43 and over the

long term the discounted present value of GDP generated per dollar of public infrastructure spending or return on investment lies between \$2.46 and \$3.83.

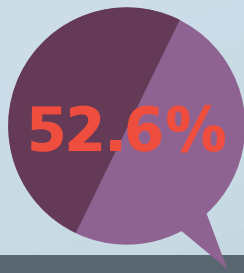
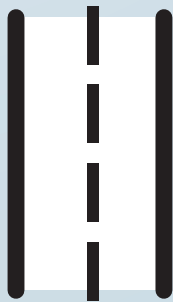
"If trade is the oxygen of the Canadian economy," Atkinson said, "then infrastructure is the lungs!"

During the latest federal election campaign, Liberal leader and now Prime Minister Justin Trudeau pledged

to make a dramatic hike in federal infrastructure investment over the next decade. "At full implementation, this will represent an annual additional investment of \$9.5 billion per year," Trudeau's campaign literature claimed. "This will almost double federal infrastructure investment to nearly \$125 billion - from \$65 billion - over 10 years, which will be the largest new investment in infrastructure in Canadian history." The Liberal plans include a new

## Canadian Infrastructure Report Card (2012)

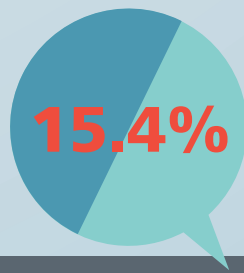
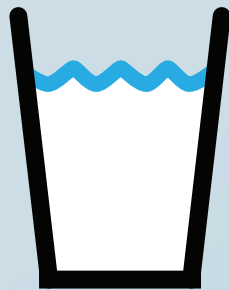
### Results



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52.6 percent of municipal roads rank fair or below.

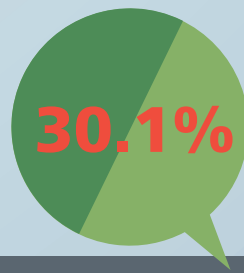
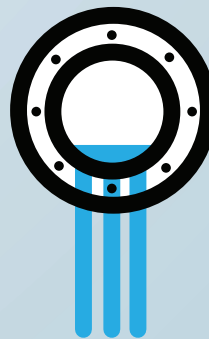
Replacement cost - \$91.1 billion or \$7,325 per household in Canada



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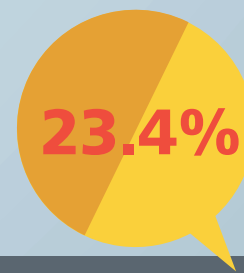
Replacement cost - \$25.9 billion or \$2,082 per household in Canada



**WASTEWATER**  
GOOD, ADEQUATE FOR NOW

30.1 percent wastewater pipes rank fair or below

Replacement cost - \$39 billion or \$3,136 per household in Canada



**STORMWATER**  
GOOD, ADEQUATE FOR NOW

23.4 percent of stormwater pipes rank fair or below.

Replacement cost - \$15.8 billion or \$1,270 per household in Canada

Canada Infrastructure Bank, which would provide low-cost financing to municipalities and provinces for infrastructure projects.

These plans would require deficit spending to the tune of \$10 billion a year for three years. "Deficit" may still be largely a dirty word in political discourse, but economists have long defended the notion of running deficits to stimulate the economy – and infrastructure spending is one of the best ways to do that. In discussing Trudeau's deficit financing plan following the election, BMO Chief Economist Douglas Porter emphasized to a conference audience in London, Ontario that the proposed investments could boost Canada's GDP by .5 per cent.

"Ottawa is clearly a jurisdiction that can afford it," Porter said. "You can debate whether \$10 billion is the right number ... but the general thrust is reasonable."

No one will know for sure exactly how the Liberals' infrastructure pledges will translate into action until the new government releases its first budget, which will likely be in March or April. So for the time being the party's campaign platform remains the main statement of their objectives.

And as grand as the promises sound, even if the Liberals follow through on every detail, the infrastructure deficit isn't going to go away any time soon. When Consultant Michael Fenn published an infrastructure research study titled "Unlocking Ontario's Advantages" for the Residential and Civil Construction Alliance of Ontario (RCCAO) last December, he described Canada's infrastructure challenge this way: "We need to mount an infrastructure investment program of a 'generational' scale and breadth that exceeds anything to which we have committed ourselves now or in the recent past." And unfortunately, while it's nice to see politicians of all stripes announce their commitment to infrastructure renewal, not even the best plans they've laid out so far are on a scale that matches the country's infrastructure deficit. ■

## JOB POSTING – ORBA TECHNICAL DIRECTOR

ORBA is presently seeking a **TECHNICAL DIRECTOR** to join our association staff team.

The ideal candidate will be experienced in various aspects of a transportation infrastructure contractor with a strong understanding of the design, application and testing of asphalt, concrete and aggregates. This newly created position will report to the Executive Director and will work closely with technical committee chairs. The job description may change as the role evolves; however, the primary responsibilities are as follows:

### Job Description

- Working with Ministry of Transportation and Ontario Provincial Standards on joint ORBA technical committees to provide contractor perspectives on issues, challenges and opportunities.
- Working with other industry associations and experts to develop ORBA technical positions and position papers.
- Providing support to the Executive Director, Chairperson, Committee Chairs and Board of Directors on technical matters.
- Proactively seek out technical research and communicate these with ORBA committees.
- Liaise with members on identifying technical issues, challenges and opportunities.
- Write technical briefings, articles, bulletins and member alerts.
- Participate in industry related committees representing ORBA's technical expertise.
- Provide guidance and support for ORBA technical training and education opportunities.



Interested candidates should forward a resume and cover letter including salary expectations by December 15, 2015 to Geoff Wilkinson, Executive Director at [geoff@orba.org](mailto:geoff@orba.org).

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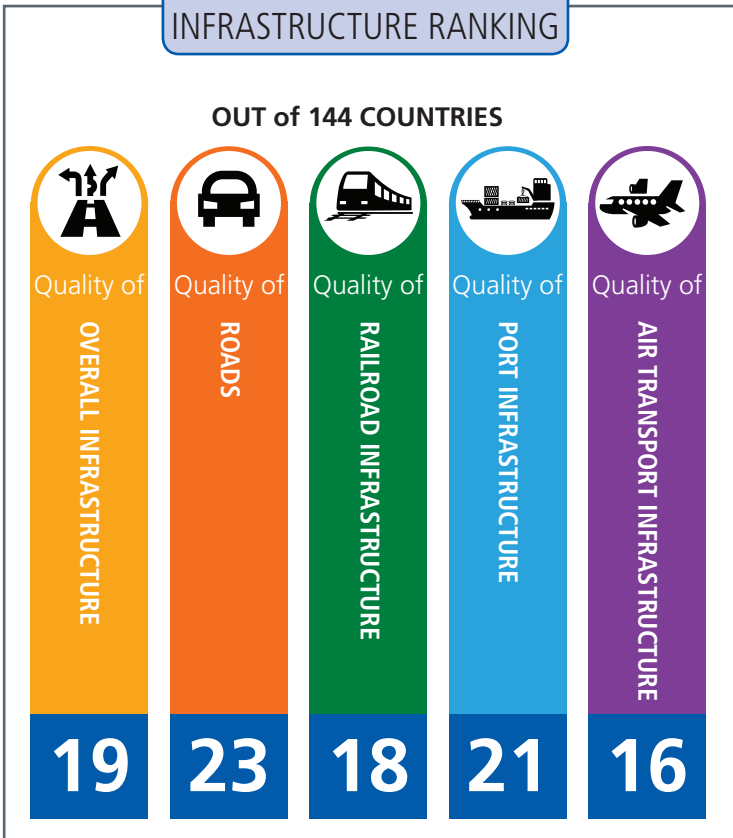
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# FACTS & FIGURES

## CANADA'S WORLD INFRASTRUCTURE RANKING



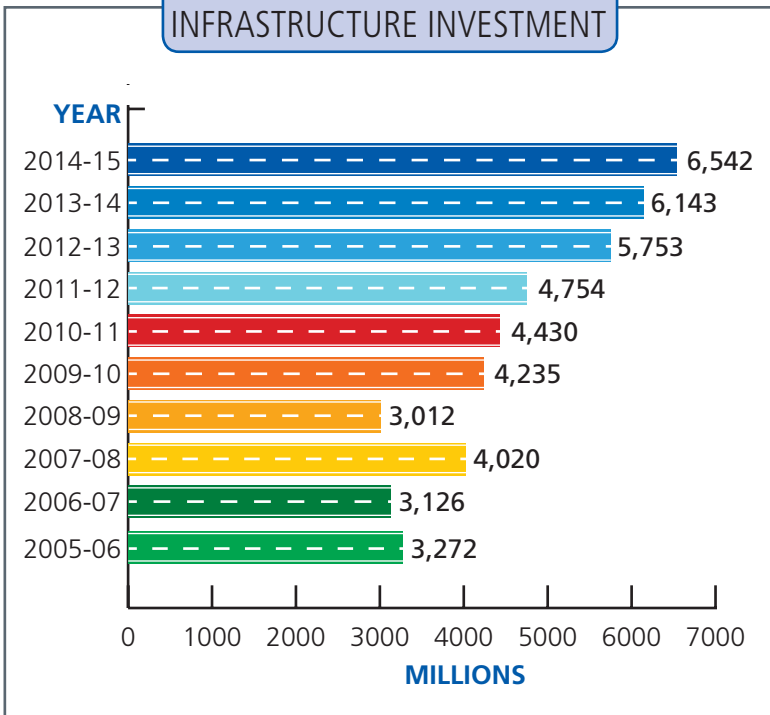
Source: The Global Competitiveness Report 2014-2015 © 2014 World Economic Forum

## ONTARIO'S ESTIMATED INFRASTRUCTURE DEFICIT AND ECONOMIC IMPACT



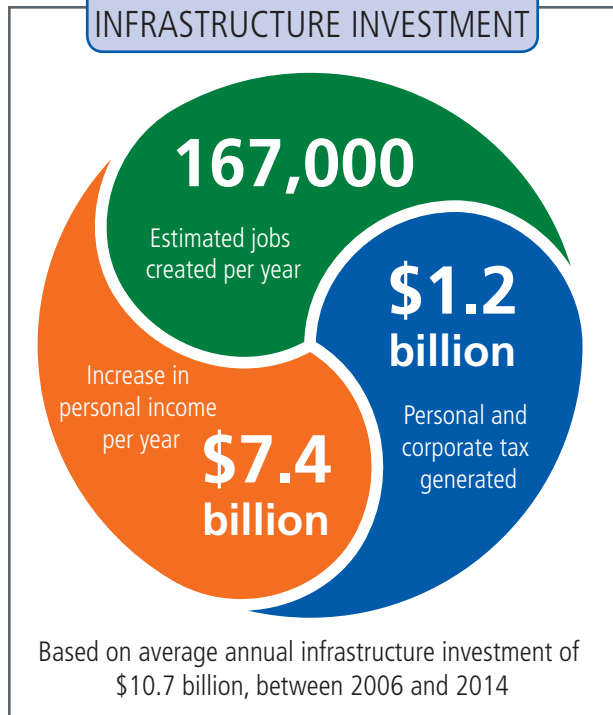
Source: Association of Municipalities of Ontario & ORBA, Metrolinx and Canada West Foundation

## ONTARIO'S ANNUAL INFRASTRUCTURE INVESTMENT



Source: The Conference Board of Canada and Ontario Budget 2015

## IMPACT OF INFRASTRUCTURE INVESTMENT



Source: The Conference Board of Canada

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# KEYHOLE CORING and REINSTATEMENT

## HELPING EXTEND PAVEMENT LIFE

by JAMES STIEVA

**S**uper Sucker Hydro Vac Service Inc. innovative coring division has embraced the latest in keyhole technology, enabling the team to quickly and efficiently open up hard surfaces to facilitate vacuum excavation, and upon completion, to reinstate the original material creating a permanent restoration.

Keyhole coring and reinstatement, a made-in-Canada technology, is a process of excavating a small, precisely controlled, circular hole in the right-of-way to accurately locate, gain access to, or make repairs to buried infrastructure. The pavement cutting is done with a purpose-built, hydraulically-driven coring unit and all of the underground work is performed safely from the surface of the road using specially-designed, long-handled tools.

The core of pavement, once extracted from the roadway or sidewalk, is set aside allowing vacuum excavation to expose the underground infrastructure. After the underground work has been completed and the hole is backfilled to the base of the pavement, that same core of pavement is permanently bonded back into the roadway with a specially designed, super-strong, fast setting bonding compound that will support a wheel load greater than the AASHTO standard in less than 30 minutes.

This reinstated core is a permanent waterproof repair that is not only aesthetically pleasing because it exactly matches the existing pavement, but is one that results in a paved surface that, in just minutes, has also been restored to its original, pre-excavation, design-load carrying capacity. There are no temporary patches and no unnecessary callbacks to fix dangerous failed or sunken patches.

The reason why circular road cuts perform better than square or rectangular ones has to do with basic geometry. The rectangular shape of a conventional utility cut repair concentrates pressure from traffic in the corners of the repair. According to Utilicor Technologies Inc., the manufacturer and distributor of the keyhole pavement coring and reinstatement system used by Super Sucker, laboratory analysis shows that this pressure can be at least four times greater in the corners than in the rest of the structure. This increased pressure can cause diagonal cracks in the

### TECHNICAL INFORMATION

**Core Diameter:**

12 inches / 30 cm

18 inches / 46 cm

24 inches / 60 cm

custom sizes available

*(some restrictions apply)*

**Core Depth (maximum):**

22 inches / 56 cm

Core Plates available for all hole sizes

Re-instated core - single wheel load of 50,000 lbs (5x AASHTO H-25)



corners of the repair, as well as in the abutting pavement. It is these corner cracks, and the sawing overcuts present in most conventional cuts, that are the access point for ground water that is the major cause of premature pavement failure and potholes.

Perhaps the greatest barrier to groundwater penetration is the specialized bonding compound used to reinstate the core. Not only does it completely fill the annular space around the core, but when it hydrates, it creates a mechanical, waterproof joint between the core and the remaining slab of pavement that restores load bearing and transfer capacity of the pavement system to its pre-excavation levels.

Field proven by Super Sucker across Ontario, and by other organizations throughout North America and Europe for more than 25 years, keyhole technology boasts more than 350,000 successful cuts and reinstatements. By restoring the pavement to its original load transfer capabilities, and eliminating major sources of ground water penetration, keyhole coring and reinstatement can help to extend the life of the pavement.

With facilities throughout Southern Ontario, Super Sucker offers vacuum excavation, concrete and backfill, and various support services. ■

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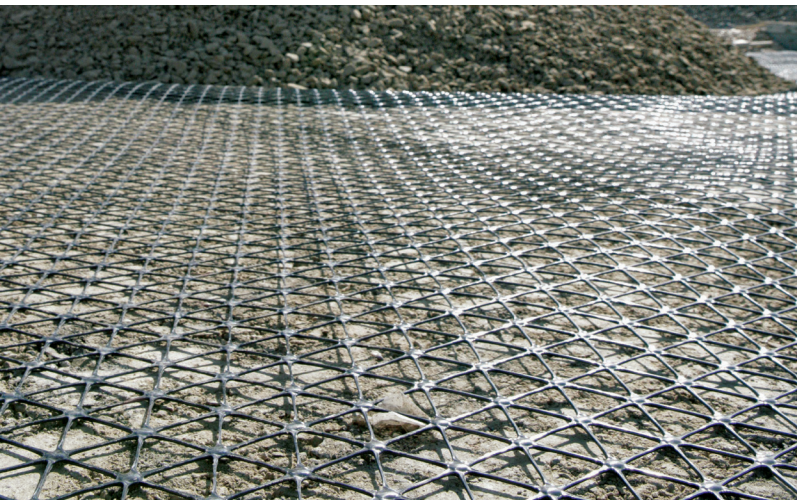


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# THE RATE FRAMEWORK REVIEW

## SHAKES UP THE WSIB PROCESS

by RICHARD WOODBURY



The Workplace Safety and Insurance Board (WSIB) is undertaking a comprehensive review of its current employer classification structure. As part of that review, a rate framework review (RFR) was launched by the WSIB in March.

One of the proposed changes is to have employers priced based more accurately on the risk they represent

Since that time, there have been stakeholder sessions where WSIB has met with individual employers or groups of employers in similar industries to discuss the proposed changes and get feedback. As well, WSIB has a dedicated website – [www.wsibratesframeworkreform.com](http://www.wsibratesframeworkreform.com) – filled with short summaries, detailed papers and videos.

Jean-Serge Bidal, the executive director of WSIB’s strategic revenue policy, says many stakeholders have warmed to the proposed changes. “Employers generally come out of the [stakeholder] session saying we have addressed a lot of the misconceptions or misunderstandings they had with the model,” he says.

Under the current system, 140,000 of Ontario’s 300,000 employers pay the

same amount for their premiums, says Bidal. He says this is flawed because similar employers within a particular industry do not represent a similar risk.

One of the proposed changes is to have employers priced based more accurately on the risk they represent, as opposed to the current system where employers pay a group rate each year and then 20 to 22 months later get a rebate or surcharge based on their performance. The proposed change would eliminate this retroactive system.

Bidal says employers would have greater cost certainty because they would know what their rate would be one year from the next. As well, employers would have greater incentive to improve the occupational

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health and safety (OH&S) of their workplace because it would result in a lower premium.

The change would be revenue neutral. "It's about redistributing the cost to industries and individual employers, with a better reflection of their risk," says Bidal.

Another major change has to do with classifying the rate group of employers based on their predominate business activity, the area of business that brings in an employer's largest chunk of revenue. Bidal says this would make it easier for employers to work with WSIB when reporting their earnings. He says the idea of looking at the risk of an entire operation is normal for insurance products outside of WSIB.

ORBA is concerned about the proposed change to classify companies according to predominate business activity rather than allowing for multiple rate groups for ancillary activity. Sue Gardonio, Chair of ORBA's OH&S committee, says many ORBA members would be impacted because they operate in diverse business sectors. "This is a grey area that deserves more consideration for clarification from WSIB," she says.

Bidal says about 95 per cent of employers' business activities fall within one particular industry class. "For the majority of those that are in multiple classes, we're talking about a split of payroll insurable earnings that is clearly in one particular class," he says.

ORBA is also concerned about a proposed change to eliminate the secondary injury enhancement fund (SIEF), a program used to compensate employers when a prior disability is impacting an employee's ability to return to work. The program encourages employers to hire workers who have previous injuries or disabilities. Eliminating this program would impact a company's ability to control claims costs, says Gardonio.

Bidal says the feedback "has been near unanimous from the employer

community" that it doesn't want SIEF eliminated. He says WSIB's decision will be influenced by the feedback it gets from stakeholders.

Initially, there was a June 30 deadline for stakeholders to provide feedback about the proposed changes, but it was extended to Oct. 2. Bidal says WSIB will review the suggestions and make amendments to the plan.

Later in the year, this revised version will be presented to stakeholders and they'll be able to comment on the updated plan. Best-case scenario, implementation of the changes won't happen until January 2018.

As of press time, ORBA's OH&S committee has submitted its RFR response to WSIB. ■

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# MASS UNDERTAKING

## AS THE REGION OF WATERLOO PUSHES AHEAD WITH THEIR ION LRT SYSTEM

by MATTHEW BRADFORD

THIS ARTICLE IS THE SECOND IN A NEW SERIES PROFILING ONTARIO'S KEY TRANSPORTATION INFRASTRUCTURE PROJECTS.

**H**eralded as the largest construction project in the region's history, the ION light rapid transit (LRT) system will see the creation of a 36-kilometre transit corridor connecting Waterloo, Cambridge, and Kitchener with both LRT and bus rapid transit (BRT) service. Transformation is coming

to the streets of Waterloo Region, where crews are completing Stage 1, a 19-kilometre LRT between Waterloo's Conestoga Mall and Kitchener's Fairview Park Mall.

"The ION LRT service will provide benefits for all Waterloo Region residents, offering a new transporta-

tion choice, creating prosperous and connected communities, and new employment opportunities," says Darshpreet Bhatti, Director of Rapid Transit with the Region of Waterloo.

In addition to setting records for size, the project, originally envisioned in the Region of Waterloo's 2012



A series of culverts create a crossing over Laurel Creek in Waterloo Park, the former crossing was an aging wooden structure

Community Building Strategy, also represents the Region's first Private-Public Partnership (P3). In May 2014, it selected GrandLinq Contractors (GLC) as its team to design, build, finance, operate, and maintain the first part of the two-stage plan. The consortium consists of Plenary Group, Keolis, and Meridiam Infrastructure; as well as

Aecon and Kiewit which have been subcontracted to handle the design and construction of Stage 1.

Each member of the GLC teams brings considerable strengths to the consolidated group. Aecon, for example, is one of Canada's largest public construction and development companies with a portfolio featuring other landmark projects such as the

Vancouver Sky Train and CN Tower. It is bringing its wealth of local and urban construction experience to the ION LRT project alongside Kiewit, which has provided construction services for the transportation, power, government, and other sectors since forming in 1884; and is providing the team with years of track and systems experience.



## REGION OF WATERLOO'S ION LRT TIMELINE:

2014

**full implementation**

of stage 1 adapted bus rapid transit (aBRT)

2014

**begin construction**

of stage 1 light rail transit (LRT)

2014

**begin the planning process**

for the TPA for LRT stage 2

2017

**complete construction**

and begin operation of LRT stage 1

It's no small job for the GLC team. In readying the ION LRT for service in 2017, the crew has been tasked with clearing a path for the LRT between Waterloo and Kitchener while accommodating existing VIA and GO train service. That means overseeing unique builds such as a grade separation bridge near Kitchener's downtown core, while taking care of extensive road realignments, LRT track construction, and the relocation and renovation of underground utilities.

"This build is an enormous undertaking," says Victor Bragues, Project Director with GrandLinq Contractors. "By the time we're done, we'll have laid over 42 kilometres of pipe and logged over 600,000 man hours."

To date, much of the underground services work has been completed along key sections of the route and GLC has started to re-establish roads and build curbs for both sidewalks and the track. Looking ahead to fall 2015, GLC plans to repave nearly a third of the route's

12-kilometre roadway and begin construction of the LRT track and supporting infrastructure.

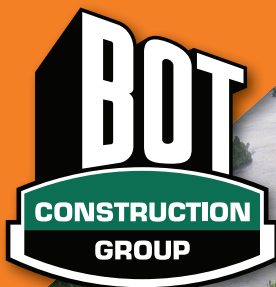
GLC is also in charge of developing the Operations, Maintenance, and Storage Facility. At time of print, the two buildings' envelopes are complete and crews have commenced early work on their interiors.

### Landmark Challenges

With a transportation initiative of this magnitude comes a number of foreseeable challenges. Over



Caroline St prepared for tracks, the train will run to the right in this photo



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## Nipigon River Bridge



Ontario's first cable-stayed bridge, under construction over the Nipigon River, is a landmark feature of the 4.9 km widening of Hwy 11/17 at Nipigon, Ontario underway by Bot-Ferrovia Joint Venture. The old two lane structure will be demolished, making way for a four lane, 252 m bridge deck and pedestrian walkway, to be secured by 66 steel cables to three centre pier towers of 70 m in height.



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## GORDIE HOWE INTERNATIONAL BRIDGE

Another large-scale P3 project is drawing attention in Ontario; this one adorned with the name of one of hockey's greats. This May, Prime Minister Stephen Harper announced that a \$2.1 billion dollar international bridge spanning Windsor, Ontario to Detroit, Michigan will be dubbed the Gordie Howe International Bridge in honour of the Detroit Red Wings veteran.

"Mr. Hockey, one of the greatest players in the history of the game, is a proud Canadian who led the Detroit Red Wings to four Stanley Cup victories, building extraordinary goodwill between our two countries," said Harper in his

announcement to press. "It is my sincere hope that this bridge, which bears his name, will continue this proud legacy by accelerating the flow of people, merchandise, and services between our great nations for years to come."

The Windsor-Detroit Bridge Authority will manage the design, construction, operation and maintenance of the P3 project. In July 2015 it issued the request for qualifications for the project's primary contractor, and in September awarded Windsor-based Amico Infrastructures Inc., a contract for early works within the site of the Canadian port of entry.

Amico's \$59 million contract includes the construction of a four-kilometre, two-lane perimeter access road; utility relocation (including water lines, sanitary and storm water systems, natural gas lines, and electrical transmission lines); and the placement of fill, grading, and drainage.

Once complete the 6-lane bridge will include border inspection plazas and connections to Ontario's Highway 401 and Michigan's Interstate 75. It is estimated to be ready for crossing in 2020.

For updates, visit [www.wdbridge.com](http://www.wdbridge.com).

and above coordinating the many trades and sub-trades involved in the project, Victor says managing designs, permits, and the mobilization of materials has been complex in a region of this size and activity. "Much of the LRT track runs through urbanized centres of both Waterloo and Kitchener so things have the potential to become a little complicated. Ensuring that businesses have access—for customers and

deliveries—throughout construction is key to our success, and much of our effort is spent building relationships with business owners before construction begins so that we can work together once the 'dust begins to fly.'"

Shallow water table depths have also presented challenges at various sections of the route - especially in combination with the Ministry of Environment and Climate Change's

requirements to treat any groundwater collected through construction prior to release to the storm water system.

Explains Nick Wiatrowski, Deputy Project Manager with GrandLinq Contractors, "In one section of our construction, we currently have four mobile groundwater treatment units in place to treat collected water and ensure it is returned to the water system in the same or better condition than when it was collected."

These unique challenges are par for the course for a project of this scope. So too, says Nick, is the need to keep all stakeholders in the loop: "Construction of the ION LRT is the single largest construction project undertaken within the Region of Waterloo, and as such there are many local partners involved. Ensuring effective communication and coordination of activities across each of the many involved organizations - the Region of Waterloo, City of Kitchener, City of Waterloo, Grand River Transit, UpTown and Downtown Business Improvement Associations - is critical, and regular meetings are booked with key stakeholders to make sure everyone is up to speed on decisions and progress being made."

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### Clearing the Way

With Stage 1 work well underway, crews are already laying the foundation for Stage 2, a conversion of the region's BRT line into LRT service. The 17-kilometre BRT will be routed between Conestoga Mall and Cambridge's Ainslie Street Terminal with 22 transit stations throughout.

"This is one of the first strategies of its kind in North America," offers Bhatti, explaining the route will both serve to protect the region's farmlands and rural lifestyle, while easing congestion within its suburban areas.

Without ION, he adds, the region would need to develop 500 kilometres of new roadway to accommodate its growth, leaving tax payers to foot a \$1.4 billion bill. Thanks to ION, however, road construction costs will be reduced by 40 per cent (\$500 million) with the Ontario and Federal governments contributing \$300 and \$265 million, respectively, and the Region contributing \$253 million.



Section of King St in front of Grand River Hospital (Left) is ready for paving and track work, the train will run down the centre of King St with a traffic lane on either side

Moreover, the ION LRT is expected to attract activity along the new central transit corridor, delivering benefits for residents and business owners across the board.

"Over the next 20 years, Ontario expects 200,000 new residents to move to the Region of Waterloo. Rapid transit is critical to effectively managing this growth and offers the community an integrated, easy-to-use public transportation choice,"

says Bhatti, reporting, "ION Stage 1 LRT is already spurring new investments in residential and commercial development along the corridor."

Surely, while the Region of Waterloo's ION LRT system is setting milestones for construction activity in the area, its true legacy will be its contribution to the region's growth.

To follow the project's progress, visit [www.rideion.ca](http://www.rideion.ca). ■

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# E-TENDERING

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by JIM PETERS



Unlike some aspects of the information age, the tendering and procurement of business contracts electronically—the process known as e-tendering works pretty much as promised, even though few transportation infrastructure project owners appear to be fully immersed in the procurement e-world. But contractors in particular, no longer have to wait for tenders to arrive in the mail or sift through tens (sometimes hundreds) of pages of paper is a huge bonus. What's come to pass as *de rigueur* for all aspects of digital life—quick searching methods, reduced physical storage space and up-to-the minute information—are just a few of e-tendering's other advantages. And by subscribing to e-tendering services such as *MERX Networks* and *Biddingo*, clients gain instant access to tenders throughout Canada's broad public sector (which include multiple government departments and crown agencies) as well as many private sector businesses.

## MERX NETWORKS

One of Canada's biggest e-tendering players is MERX Networks. Amongst Ontario's public agency sector—the company deals with roughly 80 per cent of the market. Paul Bodnoff, Vice-President of Operations explains, "At its heart, MERX is a matchmaking service, bringing together the needs of organizations buying goods and services with the supplier community. MERX has evolved to become a complete tendering solution for businesses, large and small." He adds, "MERX is also an aggregator—we'll republish

notices from companies that lead back to their own website so suppliers can gain the info they need."

MERX provides a secure method for suppliers to submit their proposals to the procurement organization—where it in turn reviews the applications and generates an award electronically. Virtually every federal Crown Corporation publishes directly to MERX—with some of the largest being Defence Construction Canada, Via Rail, CBC, Canada Post, The Royal Canadian Mint, Federal Bridge Corporation, and the Toronto, Montreal, Ottawa, Calgary, Vancouver and Edmonton international airports. In addition, some of Canada's largest provincial agencies subscribe—such as SaskPower, Manitoba Hydro, Metrolinx, eHealth, Infrastructure Ontario, Cancer Care Ontario, Manitoba Housing and BC Housing.

Bodnoff adds, "Many of the major Ontario municipalities also use MERX—such as Ottawa, Timmins, Peterborough and most of Toronto's various departments. Ontario's Ministry of Transportation also uses MERX to either publish their tenders or advertise tenders to a wider audience."


Whomever the provider, the processes for e-tendering usually follow the same method. It begins with the publication of a notice from the purchaser, together with all the associated documents that a supplier might need in order to bid on a Request For Purchase (RFP), or other type of solicitation.

## BIDDINGO

Another well-known e-tendering provider in Ontario is Biddingo.com—a popular online portal that also connects suppliers and buyers. According to its website, Biddingo claims, "Government agencies in Canada spend \$100 billion annually on various products and services. With over 1,000 of these bids posted on Biddingo.com, you can get your share of the contracts being won." Suppliers interested in doing business with public and private purchasing agencies create unique company profiles on Biddingo, and define their criteria. In turn, the company performs a daily search, and sends an email alert with the bids that match each company's profile.

## PLUSES AND MINUSES

According to Josh Fawcett from Vertical Horizons Contracting, "In spite of e-tendering's many advantages, there are some challenges: such as sometimes not being able to view anything more than the name of a job without paying a fee. That means it can be difficult to tell if it's even a job you should be bidding on. We also feel we should be able to resubmit our tenders electronically instead of having to deliver hard copies—but we're not there yet."

Vertical Horizons  specializes in bidding on public and private road works, boulevards and parking lots. The company acts primarily like a general contractor for municipalities and commercial clients in the areas of asphalt repair, water and sewer, and

road maintenance and uses e-tendering technology faithfully.

~~Fawcett adds, "The e-tendering method is pretty widespread in Ontario municipalities, but many still use their own websites for procurement and continue to collect the bids from suppliers with paper—such as Sudbury and Kitchener for example. Another problem is that most municipalities are using different systems with different specifications on similar projects—there's no real standardization."~~

Pauline Freeman from Supply Services with the Municipality of Kitchener, says, "In the future we certainly want to move to a paperless system but for now there are too many tangible benefits to receiving bids on paper. We also find one disadvantage to the some of the e-tendering services in the marketplace is that our tenders may be inaccurate or incomplete on their systems. And that just creates hassles at our end."

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Fawcett says, "Another problem is that most municipalities are using different systems with different specifications on similar projects—there's no real standardization. Sometimes the requesting organization will also ask for very large deposits up front, or include what we consider

to be unfair penalties for going over deadlines. This isn't exclusive to e-tendering processes of course—but I think the failures of the system are more apparent because of it."

### **BRAVE NEW WORLD**

For multiple reasons, many agencies aren't yet taking full advantage of the opportunities present through e-tendering—although all predictions seem to suggest it will become much more commonplace and streamlined

in the years ahead. In the end, the e-tendering process is openly democratic—it's for everyone to use.

~~J~~ Fawcett says keeping up with new bid postings through e-tendering simply has to become a regular part of your daily routine, "But what I really do miss is the opportunity to sit across from an actual person and present—the anonymity of the e-world can sometimes work against you." ■

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## IN MEMORIAM

## ROY STEED

**R**oy Steed passed away on August 20, 2015, in Halifax, Nova Scotia with his companion, Eleanor Jean Thompson, by his side.

Enrolling in the Royal Canadian Army at the age of 18 in 1943, Roy was proud to serve his country overseas, and as he said, he was given the greatest opportunity one could have - one month of university education for every month enlisted. After the war, he entered the University of Toronto and graduated in 1949 with his Bachelor of Applied Science Degree, Civil Engineer.



Roy began working in the construction industry where he was to soon have another extraordinary opportunity ... and that was to meet his future business partner, Denis Evans. In 1953, they founded Steed & Evans Construction Limited and for the next 62 years created a diverse series of companies that led them to be recognized as leaders in their industry.

Accomplishments were many... in 1962 Roy became one of youngest Presidents of Ontario Road Builders Association (ORBA), and in 1963 became the President of The Safety Association of Ontario - where he reorganized the association to emphasis Safety Awareness and the use of the Hard Hat. In 1980 he was President of the Nova Scotia Road Builders Association and from 1973 - 1982 was the Chairman of the Dartmouth Industrial Commission. In 2008, ORBA inducted Denis and Roy into their Hall of Fame.

A celebration of Roy's life was held in Halifax on August 27.

Roy was in the process of writing a book on his life and times and that of his successful business journey with Denis. A book that is dedicated to Denis.

## IN MEMORIAM

## WILLIAM (BILL) ALBERT DOHERTY, P.ENG.

**B**ill Doherty passed away peacefully on July 31, 2015, bringing to a tangible end 88 years of remarkable life.

Bill was born in 1927 in Toronto, and grew up farming, hunting, fishing and working hard which was a normal part of everyday life. Dedicated to always doing the best he could at anything, he graduated in Civil Engineering in 1949 from the University of Toronto followed by a Masters at the faculty in 1950.



Bill worked in the road construction business from the onset, starting with K.J. Beamish Construction in 1949 until becoming General Manager and overseeing such

projects as Highway 400 Northbound from the future City of Vaughan as well as the Don Valley Parkway from York Mills to the Bloor Viaduct. Finishing his career at Beamish in December 1972, he went on to purchase MSO Construction Ltd., the first of his three self-owned companies he would head throughout the 1980s and 90s until his well-deserved retirement.

To give back to the industry he was so devoted to, Bill helped found two Civil Engineering scholarships at the University of Toronto in 2002. Four generations of the Doherty family, including Bill's father and brother, have passed through this institution over the past 90+ years. Throughout his career, Bill has served on the ORBA Board of Directors and his work for the association was highlighted by his election to the Presidency in 1969 followed by his induction into the ORBA Hall of Fame in 2010.

A celebration of life was held August 5.

# REPLENISHING the LABOUR POOL

## BY EMPLOYING ANY SKILLED WORKER

by **MATTHEW BRADFORD**

**M**uch has been said about the need to replenish Canada's pool of construction labour, especially in light of labour shortages and increasing competition for skilled trades workers. It's a complicated issue to be sure, but one many believe can benefit from a greater focus on attracting and retaining female talent.

"If the construction industry wants to grow and flourish, we need to be able to pull our future employees from the entire labour pool, not just the 50 per cent that represent men," encourages Moreen Miller, a construction industry veteran and president of Fowler Construction.

Accomplishing this means abandoning outdated gender perceptions

in the field and in the office. It also means the industry must demonstrate to up-and-coming female talent that it is eager to hire and support any skilled worker able to do the job.

"For hundreds of years it's only been men doing construction work, so it has always been thought that women aren't able or interested. That's always been a challenge for women in construction, because as much as they might be just as interested in a job as their male counterpart, they have to work a bit harder to prove it," says Miller.

Combined with a disproportionate amount of female and male role models in top industry positions, it's easy to understand where female talent may feel discouraged to enter and remain in the field.

Fortunately, these roadblocks are becoming a thing of the past as more and more construction employers are actively seeking, training, and recruiting women into the field. According to the Canadian Association of Women in Canada (CAWIC),

### **CAWIC**

CAWIC is a not-for-profit Canadian organization committed to facilitating "the success of women in the Canadian construction industry by uniting our voices, knowledge and resources through the passion of our members and the women we inspire." For more, visit [www.cawic.ca](http://www.cawic.ca).

### **Women Building Futures (WBF)**

WBF is a Social Purpose Organization committed to providing trades training, mentorship and recruitment services to women seeking employment in the heavy industrial workforce. For more, visit [www.womenbuildingfutures.com](http://www.womenbuildingfutures.com).

### **Ontario Construction Careers Alliance (OCCA)**

The OCCA works with industry associations to provide youth with awareness, support and resources to enter the construction industry. For more, visit [www.myocca.ca](http://www.myocca.ca).

however, there's still progress to be made.

"Although women are over 50 per cent of the workforce in Canada, we're still only less than 11 per cent in construction and construction is one of (the) top five industries in Canada," explained Tammy Evans, CAWIC president, during a recent association event.

For its part, CAWIC has undertaken its Level Best development project, a three-year needs assessment and action plan initiative. Mandated by Status of Women Canada, the plan has seen CAWIC work with industries across Canada to identify the needs of women entering, remaining in, and advancing within leadership roles in construction.

"We are currently in year two and moving into the development of the action plan which will include recommendations to the industry stakeholders," Evans reports.

Out west, Women Building Futures (WBF) is also playing a large role in connecting women to careers in the construction industry. The Alberta-based organization offers a number of comprehensive trades and safety training programs for women and

works with industry partners to place them in fulfilling, long-term industry roles. For example, every student within its recently launched Class 3 driver's training program was employed upon graduation, and the organization is rolling out similar operator courses in the coming year.

"It's all about finding the right people and putting them with the right employers, and then working with those employers to make sure mentorship components are in place so there's support for female talent," says Jacqueline Andersen, Employer Services Manager with WBF.

Closer to home, organizations like the Ontario Construction Careers Alliance (OCCA) are doing their part to introduce construction careers to women and men at an early age. It does so through high school presentations that bring awareness to the variety of careers available in the construction industry and the different pathways of attaining these careers; as well as specific college programs that cater to preparing women for a career in the field. The OCCA also participates in women-specific events such as Conestoga College's Jill of All Trades industry event, which it supported in spring 2015.

"There are misunderstandings about what it means to be a construction worker, so if you can give these young women info about what a career in this sector can do for them, the lifestyle it can afford them, and the opportunities for growth, it allows them to think about those possibilities for a few years before they have to go off into a post-secondary or apprenticeship stream," says Christina Vanbree, OCCA Career Coordinator.

All combined, these initiatives are contributing to a brighter future for women in construction. According to JudyLynn Archer, WBF President & CEO, it also helps that Canada's construction employers are embracing greater diversity within their ranks. "The country's largest underutilized workforce is under-employed women, and we have an industry that will see a tremendous demand for new people entering the industry over the next 10 years as 26 per cent of the workforce retires. There's a tremendous opportunity there for both sides, and in the last few years we've definitely seen a tremendous shift in terms of the desire to see women as a big part of that solution." ■

## THE STATS ON WOMEN IN CONSTRUCTION

In 2015, CAWIC conducted a survey of women who work (or intend to work) in the construction industry. The study asked participants to share their experiences and impressions of the industry. The following are some key findings:

### INDIVIDUAL RESPONDENTS

- 51% of respondents said construction is a second career, while 46% said it was their first
- 77% work full-time and 22% have varied work hours
- 22% are the only females at their workplace
- Despite mentorship being listed as one of the most helpful and desired supports to respondents, 44% said they do not have a mentor
- Regarding harassment and discrimination, the top three things respondents most frequently observed or experienced included: Comments that it is unusual

for women to work in the industry (weighted average of 3.7 on 5), being treated differently from male colleagues (3.4), and inappropriate comments, sexist jokes (3.3).

### EMPLOYER PARTNERS

- 66% have 25% or fewer female employees
- 93% partners have a policy regarding workplace respect, unprofessional conduct, harassment and violence, with measures to ensure this policy is implemented
- 53% have a mentorship program
- None have on-site child care

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## ONTARIO LIBERAL WOMEN'S CAUCUS GOLF TOURNAMENT

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Pictured (left to right)  
Ontario Premier's Transportation Advisor Andrew Hurd, ORBA  
President Blair McArthur, Ontario Premier Kathleen Wynne,  
ORBA Executive Director Geoff Wilkinson and ORBA Director of  
Government Relations Ashley De Souza.

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Pictured (left to right) are Geoff Wilkinson, Fowler Construction  
Company Vice-President Tom O'Callaghan and Ashley De Souza.

## MARATHON SITE VISIT

OCTOBER 5, 2015, GREELY, ON



Pictured (left to right)  
Labourer Chuck Sedore, Marathon Drilling Co. Ltd., Geoff  
Wilkinson, President David McPhedran, Marathon Drilling Co.  
Ltd. and Senior Operator Jim Welsh, Marathon Drilling Co. Ltd.



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