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SPRING 2017

The quarterly publication of Ontario Road Builders' Association

PAVING THE "ROADMAP TO EXCELLENCE" AT ORBA'S 2017 CONVENTION AND AGM



Geoffrey Stephens Becomes 2017 ORBA President

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CHIEF OPERATING OFFICER'S MESSAGE



by **GEOFF WILKINSON**
Chief Operating Officer

It is my pleasure to introduce the spring issue of *Road Builder*. Earlier this year, I had the honour of marking the new year with many of you in person during ORBA's 90th Convention and Annual General Meeting in Toronto. And while we have much to say about that event in the pages ahead, I'd be remiss if I didn't kick things off by thanking everyone who made it one of our most successful conventions to date.

This was a landmark year for our Convention in many respects. We hosted over 1,000 attendees, making it the largest Convention in our association's history; and with keynotes from the likes of Jean Chrétien, Hazel McCallion, Steven Del Duca, and a host of government and industry leaders, we presented an all-star roster that will be hard to top. We are also proud to have showcased nearly \$10 billion in transportation infrastructure projects from jurisdictions across Ontario, and draw on innovation experts from all over North America for a look at what's next for our industry.

None of these accomplishments would have been as successful without the

team of ORBA staff and volunteers who made it possible, our presenters and sponsors who made it memorable, and our guests who made it all worthwhile.

The Convention hasn't been the only thing on our agenda. In fact, far from it. ORBA's Road Building Academy week had excellent attendance with over 300 participants this year. We're very pleased with the number and diversity of our audience, which reflects the work we're doing to make the Road Building Academy valuable to all our members.

Of course, the big topic for ORBA is the recent Auditor General's (AG's) report. I have to say we are disappointed with the Auditor General for her seemingly limited understanding of our industry and the inaccuracies of some of her findings. I hope she will provide us the professional respect of more than a token meeting when she revisits this file with her follow-up report.

ORBA is not pleased that the Ministry of Transportation (MTO) implemented over 15 specifications this past March in reaction to the AG's report without consulting industry.

We have communicated to members our concerns with the changes and we will be conducting a working group meeting to gather member input on the changes from a risk and financial implication perspective.

Notwithstanding the above, there are areas within the AG's report that we will have to reflect on and work to improve. We recently held a Quality of Asphalt forum with members and met with members of the Ontario Good Roads Association (OGRA) and Municipal Engineers Association (MEA) Board of Directors to identify quality issues and concerns and discuss possible solutions. We have created a Quality of Asphalt task force to discuss the findings from these meetings and to recommend possible solutions.

On a more positive note, I am encouraged to see the MTO is making what appear to be positive changes to winter maintenance contracts for future contract tenders. ORBA thanks its members who participated in this two-year process. I am also very pleased with the work being done on ORBA's amalgamation with the Ontario Asphalt Pavement Council (OAPC). Contractor membership fees were lower this year by 10%, committees are being streamlined so that fewer contractor staff are involved in committee work, and we know our strong single voice is already in play with the quality of asphalt issue at hand - "Timing is everything."

As always, please let me know of any industry issues, concerns or opportunities you want to share. I can be reached at geoff@orba.org. Wishing you all the best for the upcoming construction season.



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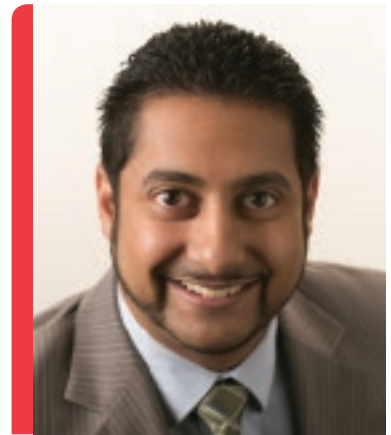
AROUND QUEEN'S PARK

The last time I saw many of you, it was from the podium at our recent 90th Convention and Annual General Meeting. I said at the time that promoting investments in Ontario's infrastructure was one of our industry's guiding principles, and that certainly bears repeating as we look forward to upcoming budget announcements and the busy road building seasons ahead.

The value of those investments is in the numbers. It's estimated that every \$1 billion spent on Ontario's infrastructure generates \$16.3 billion in

GDP over the next 30 years, 85,000 new jobs, and \$1.7 billion in provincial tax revenues. It's for these reasons and more that ORBA's government relations team continues to work with our government partners to encourage all public owners to maximize their infrastructure budgets and get more tenders out to you, Ontario's infrastructure builders.

And the earlier, the better. Over the past several years, ORBA has made early tender calls a top priority issue. They are critical in giving companies the time to build up their capacity,



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

maximize their limited construction schedules, and provide much-needed financial clarity. The Ministry of Transportation (MTO) restated its intent to maximize its delivery of early tenders during this year's convention, and spoke to the important role we

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play in providing updated project information and timely invoices to keep that process running. You can be rest assured that early tenders will remain an ORBA focus for 2017 and beyond.

Promoting infrastructure investments is, however, one of our many guiding principles. As I noted during my presentation, we are also committed to making your voice heard on any proposed government legislation or regulation that will have an impact on the operational efficiency of member companies. We also strive to promote fair, transparent, and equitable procurement practices.

Many of our partners share these goals. That includes the MTO, Metrolinx, Infrastructure Ontario, and Public Services and Procurement Canada, who expressed similar themes of collaboration and industry advocacy during their convention appearances. Moreover, judging by the words of encouragement from Minister of Transportation Steven Del Duca, Minister of Infrastructure Bob Chiarelli, PC leader Patrick Brown, and other notable guests at this year's event, we appear to have support from many of the province's key agencies and decision makers.

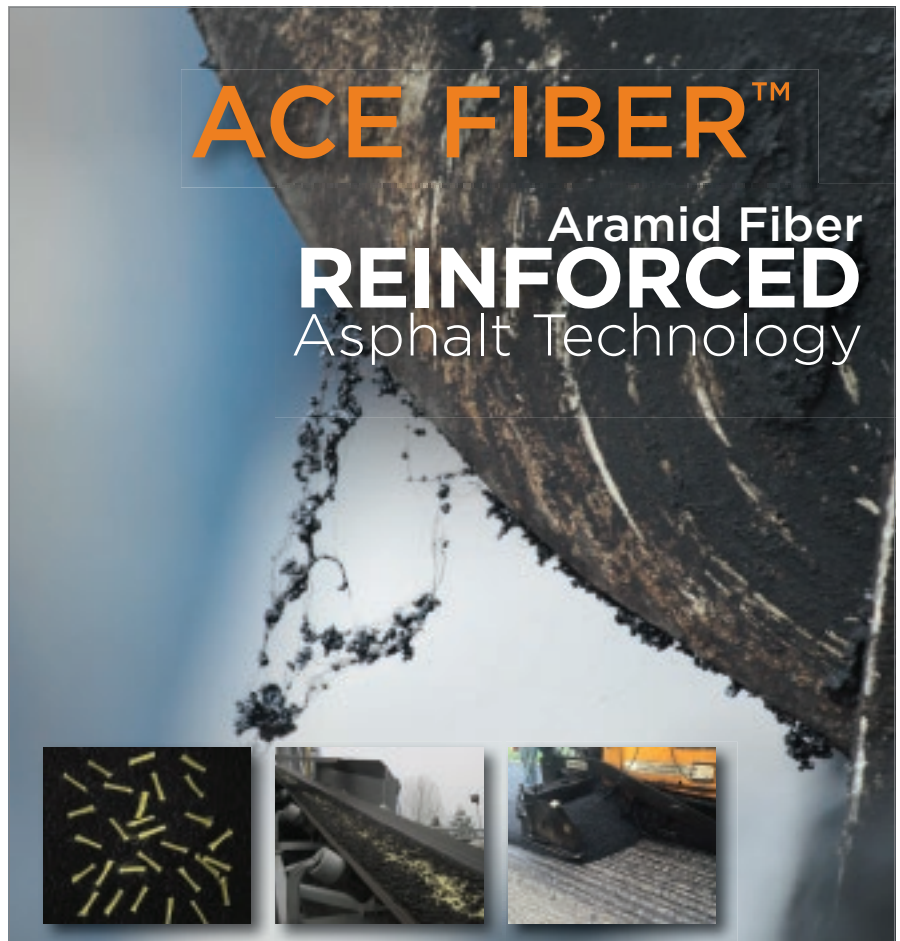
So what's in store for our industry in 2017? If you were with us in February, you'd have reason to be hopeful as it appears there are a wealth of specific projects and ambitious infrastructure initiatives occurring within municipalities across the province. There is also real progress being made on a number of ongoing issues - many of which you can read about in the pages ahead.

If you weren't able to join us, we've provided all presentations online at www.orba.org/convention. Our government relations team has also collected municipal announcements from the show into a single online portal that we've dubbed the 2017 Capital Plan Lists in Ontario. Here, you can browse all the information provided to us on over \$10 billion

in projects and capital plans from government agencies and the top 45 Ontario municipalities. Please note that some are still subject to council or budgetary approvals.

The more information we are able to provide our members, the better informed you will be to run your business. And with the 2017 Capital Plan Lists in Ontario, we hope to do just that.

I've said it before and I will say it again, our goal is to represent you, our members. I have no doubt 2017 will provide plenty of opportunities; however, we rely on the feedback and input from our members to help ORBA make those a reality. If you know of any issue you feel affects you or your company, we want to know. We're here to help.



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PAVING THE ROADMAP TO EXCELLENCE

AT ORBA'S 2017 CONVENTION AND AGM

The movers, shakers, and trailblazers of Ontario's road building industry were out in full force this past February to celebrate ORBA's 90th Convention and Annual General Meeting.

The milestone event took place at The Fairmont Royal York Hotel in Toronto from February 6-7, 2017, and welcomed over 1,000 industry delegates and stakeholders for a series of expert presentations, equipment and service showcases, networking opportunities, and interactive forums tackling today's issues and tomorrow's innovations.

"This is an exciting year to celebrate 90 years of road building conventions," said Terry Willms, ORBA's returning Master of Ceremonies and President of Georgian Paving Ltd., opening the event. "This year's convention, Roadmap to Excellence, promises to provide vital information on tomorrow's innovations, how they will shape the future of our industry, and the impact they will have on your business."

This year's convention also marked the first major event following ORBA's amalgamation with the Ontario Asphalt Pavement Council (OAPC), formerly the Ontario Hot Mix Producers Association (OHMPA). Addressing the potential

of this partnership in his opening remarks, ORBA's Chief Operating Officer Geoff Wilkinson added, "The biggest and the best news is that we are now one strong voice."

ALL-STAR ATTENDANCE

Former Canadian Prime Minister Jean Chrétien was one of many high-profile delegates in attendance.

In his Day One keynote address, the iconic politician talked about his time in the political spotlight and his early push for infrastructure investments, saying, "When I became prime minister, we were in bad shape economically. We had a deficit of 6.2% of GDP and 11.5% unemployment. The main plank of my program was infrastructure programs and



Former Canadian Prime Minister Jean Chrétien opened the 90th ORBA Convention with the keynote address and took several questions from the audience.

some of you will remember that I was laughed at because of that. They said I couldn't afford it – that it was irresponsible to have an infrastructure program.”

As it turned out, he said, they were wrong: “[Investing in infrastructure] was very positive in turning around the economy. So much so, that three years after that we were balancing the books. It wasn't all infrastructure that did that, but it was part of that.”

Chrétien weighed in on the current political climate and some of the issues circling the road building industry. That included proposed changes to the North American Free Trade Agreement (NAFTA), which he played a key role in drafting during his career.

Asked what road builders can do to keep infrastructure front and centre with Ontario's decision makers, Chrétien added, “You stand up. You talk to your MPs. You have to talk all the time, make it a priority in the mind of the people who make decisions.”

FULL SPEED AHEAD

Day One, Innovation Day, featured presentations from a number of technology experts and futurists. With updates on drone technologies, autonomous vehicles, smart roads, and equipment innovations, they gave attendees a compelling vision of the industry's future and the role technology will play in its ongoing evolution (See page 40 for more information).

Ontario PC Leader Patrick Brown was also on hand to close out the Innovation Luncheon by sharing his party's vision for the future of Ontario infrastructure development.

“Whether it's Highway 401, 403, or 410, we all know there's an infrastructure deficit in this province and it's hurting us ... If we want to get Ontario back on the roadmap to excellence, we have to address this problem,” he declared.

With close to 280,000 regulations in the province of Ontario, Brown also

pledged to break through the clutter, saying, “Investing and building infrastructure goes beyond the government cutting a cheque; you have to build a climate where projects get moving. That is why an Ontario PC government would do an audit of all the burdensome red tape we have in each ministry.”

With final thoughts on solutions for the skilled trades labour gap, and on the importance of bringing new ideas and suggestions to the PC party, Brown ended his time at the podium, saying, “We'd love to have your voice at the table to make sure we have a transportation infrastructure policy that will serve the best interests of this province.”

What followed was a full afternoon of concurrent sessions. They covered a wide range of topics from asphalt technology innovations to indigenous engagement, and best management practices to dealing with extreme weather situations.

Following ORBA's Annual General Meeting, attendees were then invited to toast the day's successes at the Contractor's Round-up. The always-popular networking evening included catered eats, libations, and live entertainment care of the Blackwater Trio.

TRANSPORTATION INFRASTRUCTURE DAY

It was back to business on Day Two. The aptly-named Transportation Infrastructure Day hosted infrastructure representatives from across Ontario who provided updates from their various departments and jurisdictions.

The program switched into full gear following ORBA's Awards Breakfast with a look ahead from the Ministry of Transportation (MTO), Metrolinx, and Infrastructure Ontario. Minister of Transportation, Steven Del Duca, also joined attendees for lunch where he prefaced ORBA's Paver of the Year and Concrete Award of the Year ceremonies with a keynote address.

Remarking on the long history between MTO and ORBA, Del Duca expressed his gratitude for being invited to speak with road builders during an important time in Ontario's infrastructure development, saying, “I'm excited to see the people who participate in this critical industry, and it really encourages us to see such a strong turnout. We can't do this on our own ... we need partners who are effective. The most important thing to me is knowing our conversations can be forthright, honest, and frank.”

A father of two, Del Duca shared a personal desire for Ontario to

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follow through on building a more effective infrastructure system. He called on provincial leaders to have the vision see that through, insisting, “The easiest thing in the world for us to do is make commitments and promises because we know we might never have to deliver. We can’t afford in this province, and at this critical moment, to go backwards as it relates to making sure we invest in the right places at the right time in our infrastructure.”

He closed his address by emphasizing the importance Ontario’s transportation network plays in keeping Ontario productive, and the

responsibility both he and ORBA’s membership have in making sure that network is built and maintained for decades to come.

“We’ll continue to partner, work hard together, and hold each other to account so we can make sure we get this right,” he said.

CLOSING STRONG

The final stretch of ORBA’s conference was perhaps the busiest of the entire event. It began with a series of concurrent presentations from over 20 municipal representatives on the current and future infrastructure projects occurring in their regions.

The day also featured an insightful panel on Doing Business with the Federal Government helmed by representatives from Public Works, Government Services Canada, Windsor Detroit Bridge Authority, P3 Canada, and Infrastructure Canada.

To close out the Convention, ORBA delegates came together to celebrate at the final President’s Dinner. The five-star gala featured a speech from the Honourable Bob Chiarelli, Minister of Infrastructure, ORBA’s Hall of Fame inductee ceremony, and an inaugural speech by ORBA’s incoming president, Geoffrey Stephens.

DOING BUSINESS WITH THE FEDERAL GOVERNMENT

Partnering with the Government of Canada has its advantages, but the steps to striking those working relationships aren’t always clear. To bring some clarity to federal government contracts, ORBA invited representatives from Public Services and Procurement Canada (PSPC, formerly known as Public Works and Government Services Canada), Infrastructure Canada (INFC), and the Windsor-Detroit Bridge Authority to speak with attendees at ORBA’s 90th Convention.

“If you can determine the Government of Canada is a marketplace then you can figure out how to go about getting involved with us,” said Menelao Argiropoulos, chief of SME Stakeholder Engagement with PSPC, the main procurement arm of the government of Canada. “There are certain processes and rules that need to be adhered to and every business has to go through them.”

PSPC’s Office of Small and Medium Enterprises was established as part of the agency’s goal to make the federal procurement system more open, fair, and transparent for all industry players. It does that by consulting



The Federal Government discussion panel included (left to right) Menelao Argiropoulos, Public Services and Procurement Canada; Heather Grondin, Windsor-Detroit Bridge Authority; and Roger Soler, Infrastructure Canada.

with businesses on how best to engage the government of Canada as a client, and implementing ways to reduce the barriers between those businesses and the federal procurement system. It’s also taken steps such as reducing the size and complexity of contract documents, subsidizing application fees, and launching its own government electronic tendering service at www.buyandsell.gc.ca, to further encourage private sector engagement.

Opportunities also exist within PSPC’s Build in Canada Innovation Program (BCIP), which helps companies by procuring and testing their late stage innovative goods and

services within the federal government before taking them to market. Through it, companies can qualify for up to \$500,000 through either a standard or military component stream.

“We’ve had a lot of companies come through this program that have leveraged it and are now working nationally and internationally to be successful,” reported Argiropoulos.

He directed contractors to register within the supplier registration information system at www.buyandsell.gc.ca. He also advised attendees to be proactive in acquiring a security clearance, which is necessary for any work within the Government of Canada.

"If something isn't working for you within this system, don't sit on it. You're going to get frustrated and think the system doesn't work and you're not going to get involved. But if you come to this office and tell us you're having a problem, we can bring that up the chain to our policy group in Ottawa who can effectively look at that and work at making the system more accessible," Argiropoulos said.

PARTNERSHIP CASE STUDIES

Heather Grondin, manager of the Communication and Issue Management Office with the Windsor-Detroit Bridge Authority, joined Argiropoulos on stage to share updates on the Gordie Howe Bridge, one of the Canadian government's most high-profile contracts. The case study included a review of the project's process to date, its projected economic outcomes, and a rundown of the partners who have helped make the international venture a reality.

"The Windsor-Detroit Bridge Authority is working in close coordination with various partners on both sides of the borders, and this is critical to ensuring the success of this bi-national undertaking," said Grodin.



A FINAL WORD FROM THE OUTGOING ORBA PRESIDENT

Allan West, vice-president of K.J. Beamish, capped his post as ORBA's 2016 president with a speech, taking a moment to stress the infrastructure challenges Ontario faces in the years to come.

"Working with Geoff Wilkinson and the ORBA team has given me an understanding of the incredible environment of a prominent industry association," he said. "A tight-knit family, our staff works to assist in handling 60 topics of industry concern. Supporting our members and helping them to negotiate the ever-changing, challenging, business landscape is priority number one. They have done a great job. Their efforts are appreciated and I am glad that I got to know them through the year."

West reflected on a number of ORBA's accomplishments in 2016, saying, "[Those are] just a few of many, many memories, and now it's time to pass the torch to a most able new president and chair, Geoff Stephens. He will do an outstanding job and knowing Geoff, his year at the helm will be a blast."

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Roger Soler, manager of Infrastructure Canada's Ontario region concluded the panel presentation with an overview of the agency's progress to date, which includes funding for over 9100 projects across the country for a total of \$43 billion. Soler also provided a rundown of several IFNC programs, across several categories.

With final words on the new Building Canada Fund, the Public Transit

Infrastructure Fund (PTIF), and additional infrastructure programs, Soler took attendees through a standard INFC assessment and selection process. It begins, he explained, with provinces and territories prioritizing potential projects and submitting them to INFC for review based on federal criteria. Recommendations are then made to the Minister who makes the final decision. If a project

gets the green light, INFC continues to monitor the agreements, reimburse Canada's contribution, and facilitate progress reports and related logistics.

"Everywhere I go, businesses say this system is only set up for the big players to get involved, but there are lots of opportunities for SMEs," said Argiropoulos. "It's a \$20 billion industry, so it's not small and there are lots of opportunities."

INDIGENOUS ENGAGEMENT: KICKSTARTING YOUR STRATEGY

Meaningful communication, mutual respect, and a willingness to work at long-term relationships. These are the pillars to forming meaningful partnerships between Canada's construction employers and the aboriginal community, which is home to the country's fastest growing workforce.

Such is the message Kelly J. Lendsay delivered during his presentation, Indigenous Workplace Inclusion, at ORBA's 2017 Convention. As CEO and president of Indigenous Works, Lendsay has made a career of building bridges between Canada's employers and aboriginal people. Most recently, he was commissioned by the Canadian Construction Association to author the Indigenous Engagement Guide – details of which he gave to ORBA delegates.

"We share more similarities than differences ... and you have to remember that the foundation of Canada is partnerships; it's how our country was built," he said.

Lendsay took part of his presentation to highlight the history of partnerships between aboriginals and Canadian industries, noting the cultural barriers and other challenges that have hindered progress along the way. Nevertheless, he stressed that there are significant benefits to engaging today's aboriginal workforce: "The average age in aboriginal



Kelly J. Lendsay

communities is 29. So we're young, we come from a proud tradition of work, and we're the fastest growing workforce; that's good news for you in terms of a future workforce and definitely good news in terms of building infrastructure, because they're going to need roads."

No doubt, there is a clear business case to be made for engaging Aboriginal people. If employed and educated at the same rate as other Canadians, Lendsay said the Canadian GDP would rise by \$211 billion overnight, noting, "That's just

good business. That's fewer taxpayer dollars going towards social assistance, it encourages partnerships, and it means we can buy cars and houses just like all Canadians."

Lendsay said the first step is to build a foundation of trust and common understanding. "You're not always going to agree, but that's fine," he added. "Good partnerships are built by commitment, conflict, and trust."

Along those lines, Lendsay acknowledged the challenges companies have faced in the past when engaging aboriginal communities. Yet rather than see those as a deterrent, he says the industry can learn from past missteps and use those lessons to inform a better dialogue with their potential aboriginal partners. To that end, Lendsay took attendees through the CCA guide's 9-point Framework System, which is designed to help employers at every step along the process.

With words of encouragement and hope that ORBA members will lead the way in engaging Canada's aboriginal workforce, Lendsay wished attendees well in their journeys, noting, "These partnerships take time, but it's like dating. The beginning stages might take longer, but the relationship is forever. It is about getting that relationship right, and we've seen it work."

HAZEL MCCALLION TAKES THE STAGE

Hazel McCallion was among ORBA's honoured guests during its 2017 Convention. The Canadian politician, revered as Mississauga's longest-running mayor, was a familiar face throughout the convention and took a turn at the podium to share her seasoned perspective on the road building industry.

"All municipalities should thank you for the contributions you've made," she said. "I do a lot of speaking engagements now that I'm retired and I'll assure you I'll try to spread your message."

Describing herself as having "a liberal view with a great social conscience," McCallion offered her thoughts on many of the convention topics. She said Canada needs to embrace innovation on a greater scale if it hopes to remain competitive and continue growing, saying, "We are way behind when it comes to productivity in our country. We just haven't applied technology. There needs to be more research and cooperation between all levels of government, academia, and the private sector to find out what's going in other parts of the world."

With a call for less regulations and more effective construction management, McCallion insisted it was time to adopt the new technologies needed to bring more efficient and longer-lasting

solutions to GTA congestion. "Just look back to the vision and the actions of the people when Canada had 10 million people but built two rail lines across the county. That is vision which, in my opinion, is lacking on all levels of government."

Nevertheless, McCallion said she had faith in the country's ability to step up on the world stage, saying, "We're a great country with a lot of expertise. The future is so exciting, so let's get involved and make it happen."



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Hazel McCallion

SNAPSHOTS OF ORBA'S 90TH CONVENTION

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2017 ORBA BOARD OF DIRECTORS (ABOVE)

The 90th Annual ORBA Convention and AGM begin on a high note with a keynote address and Q&A with Former Canadian Prime Minister Jean Chrétien. Pictured with ORBA's 2017 Board of Directors, Mr. Chrétien shared his thoughts on the transportation infrastructure industry. Read more about his keynote address on page 10.



ONTARIO ASPHALT PAVEMENT COUNCIL (LEFT)

This year's Convention was the first event held after the recent ORBA/OHMPA (Ontario Hot Mix Producers Association – now Ontario Asphalt Pavement Council). Both ORBA and OAPC members had a chance to network and celebrate the recent merger where the industry will now have one stronger voice. Pictured at the Ontario Asphalt Pavement Council (OAPC) booth is Marketing and Communications Director, Abbi Wright, who had a chance to share information about the OAPC with members at the event.

BEST MANAGEMENT PRACTICES FOR MUNICIPAL CONCRETE INFRASTRUCTURE (RIGHT)

Among the concurrent sessions that were held on Innovation Day, a panel of experts from the Municipal Concrete Liaison Committee provided an informative presentation on a reference guide document they developed for municipal concrete construction. Concrete Ontario's Bart Kanter and Alen Keri, P.Eng., along with Mick Prieur, P.Eng., and Peter Waisanen, were on the panel to answer any questions members had about concrete.





POLITICAL GUESTS

This year's Convention featured political speakers from all levels of government. At the provincial level in attendance this year were Minister of Transportation, Steven Del Duca, PC Leader Patrick Brown, and Ontario NDP Transportation Critic, Wayne Gates. All leaders spoke about the need for transportation infrastructure across the province and how the industry can help play a key role in the future.



ONTARIO ROAD BUILDING HALL OF FAME

Congratulations to the 2017 recipients of this year's Ontario Road Building Hall of Fame. Both this year's recipients Robert Taylor and Silvio Bot (awarded posthumously) were honoured at the President's Dinner on February 7. Robert Taylor and Roy Bot (Silvio's son) accepted the awards and celebrated the honours with family, friends and industry peers.

At the President's Dinner, past Hall of Fame recipients were also honoured with a jacket. (At left) Mario Villeneuve, ORBA Director, presents and congratulates Marcel Labelle with his Hall of Fame jacket.



ORBA MEMBERS CAN VIEW MORE PHOTOS FROM THIS YEAR'S CONVENTION ON OUR WEBSITE AT ORBA.ORG/CONVENTION.

THANK YOU!

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2017 ORBA AWARDS

The Roadmap to Excellence is paved with the contributions of ORBA members and partners. That is why the association is proud to recognize industry achievements through its annual ORBA Awards.

Congratulations to the following award winners who were celebrated during the Annual Awards Breakfast at the 90th Convention & Annual General Meeting.

DIRECTOR OF THE YEAR

ORBA's **Director of the Year Award** honours an individual who has contributed significantly to the association's objectives. This year's recipient was Steve Smith, Vice President of GTA Paving and Eastern Ontario with Miller Paving Limited, and ORBA's current 2nd Vice President.



Director of the Year Award, Steve Smith

COMMUNITY LEADERSHIP AWARD

R.W. Tomlinson Limited President Kevin Cinq-Mars was given ORBA's **Community Leadership Award** for his substantial work with not-for-profit organizations in the Ottawa region. Highlights include leading the Tomlinson Red Army in raising hundreds of thousands of dollars towards cancer research, supporting organizations like the Ottawa Hospital and Youth Services Bureau, and constructing the Tamarack Trades Training Centre at the William E. Hay Centre.



Community Leadership Award, Kevin Cinq-Mars

DISTINGUISHED SERVICE AWARD

Roto-Mill Inc.'s Cameron Wood also received due recognition for his extensive contributions to ORBA with a **Distinguished Service Award**.



Distinguished Service Award, Cameron Wood

2016 ORBA SCHOLARSHIP RECIPIENTS

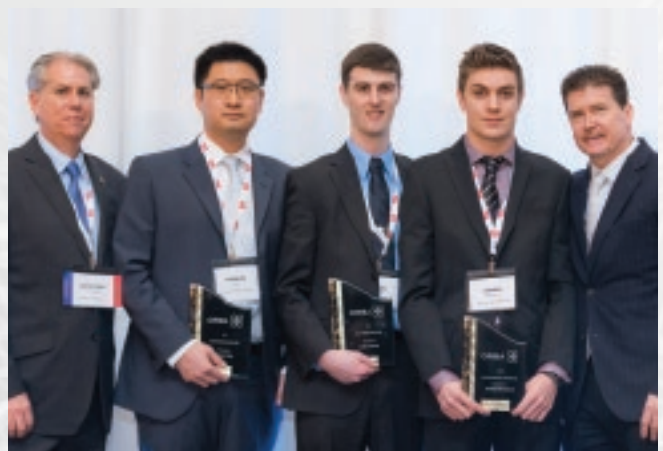
ORBA awards four post-secondary financial awards to students working toward a career in the trades. Congratulations to the recipients:

The Joe Bunting Civil Technology Scholarship (\$3,000): Xinnan Tian, **Civil Engineering Technology at Seneca College.**

The J.D. Chick Civil Engineering Scholarship (\$3,000): Colin Graham, **Civil Engineering at Queen's University.**

The ORBA Civil Technology Scholarship (\$2,000): Daniel Woodhead, **Civil Engineering Technology at Georgian College.**

The ORBA Civil Engineering Scholarship (\$2,000): Millar Coveney, **Civil Engineering at Queen's University.**



2016 ORBA Scholarship Recipients

ROUTLY SAFETY AWARDS

The **Routly Safety Awards** are given to member companies that have worked the greatest number of consecutive man-hours without a lost-time injury. They reflect man-hours recorded up until the end of 2016, which is the latest time for which statistics for this award are available.

Once again, Cornell Construction Limited was awarded the **Routly Safety Award in Category I** for contractors that have logged 100,000 average man-hours or less without a lost-time injury. Capital Paving Inc. took home the **Routly Safety Award for Category II**, which recognizes contractors that have recorded over 100,000 average man-hours without a lost-time injury.

ORBA's **Milestone Award**, which recognizes companies that have reached between 500,000 and 1,000,000 consecutive man-hours without a lost-time injury, was bestowed to two companies: Black & McDonald Limited (2,308,162 man hours) and K.J. Beamish Construction Co. Limited (591,288 man hours). Protecting the health and safety of the industry's workers is job number one. ORBA thanks this year's Routly Safety Award winners and all road builders who invest their time, resources, and training towards making sure everyone gets home safely at the end of the day.



Cornell Construction Limited, Routly Safety Award for Category I



Capital Paving Inc., Routly Safety Award for Category II



Milestone Award, Black & McDonald Limited



Milestone Award, K.J. Beamish Construction Co. Limited

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MTO Paver of the Year Award, Rankin Construction Incorporated



MTO Concrete Contractor of the Year Award, Aecon Construction and Materials Limited



MTO Paver of the Year Finalist, Pioneer Construction Limited

PAVER OF THE YEAR

The **MTO Paver of the Year** awards spotlight road building successes throughout Ontario. This year, the top honour went to Rankin Construction Incorporated for its work on Highway 3 between Port Colborne and Fort Erie (Contract 2015-2022).

Congratulations also go to the Paver of the Year finalists:

- Aecon Construction and Materials Limited, Highway 401, west of Port Hope to Wesleyville Road (Contract 2016-4104)
- Pioneer Construction Limited: Highway 69, south of Sudbury from north of Highway 607 to north of Highway 64 (Contract 2012-5100).

CONCRETE CONTRACTOR OF THE YEAR

The **MTO Concrete Contractor of the Year Award** is a new award created to recognize excellence in concrete work. Projects are judged on material quality, aesthetics, and workmanship for the production and placement of pre-cast and cast-in-place concrete, as well as concrete removal operations. The use of innovative techniques and technologies is also considered.

The first winner of the award went to Contract 2015-4056, covering Highway 401 at Montreal Street in Kingston. The project team included:

Prime contractor: Aecon Construction and Materials Limited

Pre-cast components: DECAST Limited

Pre-cast girder placement: Bot Construction Limited

Cast-in-place concrete supplier: Lafarge Canada Incorporated's Kingston plant

Congratulations to the finalist team from Contract 2015-5100, which included a portion of Highway 69, south of Highway 522 near Key River.

Prime contractor: Aecon Construction and Materials Limited

Pre-cast components: DECAST Limited

Cast-in-place concrete supplier: Parry Sound Ready Mix Limited

Minister of Transportation Steven Del Duca presented the awards to the recipients of the MTO Paver of the Year and MTO Concrete Contractor of the Year.



MTO Concrete Contractor of the Year Award, Aecon Construction and Materials Limited

TRANSPORTATION INFRASTRUCTURE INNOVATION AWARD

This new award was created to highlight innovative technologies and methods used by ORBA members to improve the quality and/or lower the cost of construction. The **first award** was given to Canada Culvert for its advanced manufacturing of structural plate corrugated steel pipe (SPCSP).

In developing the new SPCSP line, Canada Culvert created a full-service engineering department and a new manufacturing facility featuring advanced robotics, software, and automation techniques. The result set a new industry standard for product consistency, production speed, and quality assurance.



Transportation Infrastructure Innovation Award, Canada Culvert



Green Leadership and Sustainability Award, Cruickshank Construction

GREEN LEADERSHIP AND SUSTAINABILITY AWARD

The **Green Leadership and Sustainability Award** was created by ORBA and the Ontario Good Roads Association (OGRA) to honour organizations that have demonstrated environmental stewardship in the Ontario road building industry.

This **year's winner** was Cruickshank Construction, which implemented an equipment idling reduction program. Upon recognizing its heavy equipment fleet was averaging approximately 36% idling times, it took measures to reduce that figure to 10% across all equipment. The initiative saved 153,630 kg of CO2 emissions from entering the atmosphere.

Looby Construction was awarded an **honourable mention** for its fuel economy improvement program. Implemented at all 13 Looby Construction sites in Ontario, the initiative relied on training, driver habits, and ongoing monitoring to significantly reduce its fuel consumption.



Green Leadership and Sustainability Award, Honourable Mention, Looby Construction

CONGRATULATIONS TO ALL ORBA AWARD WINNERS. FOR FULL DETAILS ON THE ORBA AWARD PROGRAM, VISIT ORBA.ORG/AWARDS.

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GEOFFREY STEPHENS BECOMES 2017 ORBA PRESIDENT



Geoffrey Stephens formalized his role as ORBA's new president during his inaugural address at the 2017 President's Dinner. CEO and president of Capital Paving, Stephens launched the evening by introducing himself to ORBA members, recapping the association's accomplishments, and sharing his vision for the year to come.

"Tonight I plan to make a case that this industry – and specifically, this association – is in the midst of great change. What made our companies and our association successful in the past may no longer be the key to our future," he said.

Stephens called on the road building industry to face the "changing face of transportation" with a renewed commitment to project excellence, industry collaboration, and embracing innovation, saying,

"While things like solar or smart roads and autonomous vehicles may still feel like science fiction, the progress we have made in the last ninety years is likely beyond anything our founding members imagined. Today we are living their science fiction.

It is our job now to map out our own vision of the future."

Against this backdrop of change, Stephens outlined his three main focuses for his ORBA presidency. They include "restoring the confidence of our stakeholders" through continual improvements to quality and demonstrations of integrity, fostering innovation within the sector, and leading the amalgamation of ORBA and OHMPA with operational excellence.

"Done well, and the integration of ORBA and OHMPA will provide a model for us to effectively welcome



Allan West, 2016 ORBA President, presents ORBA President Geoffrey Stephens with the ceremonial gavel.

additional voices into our community to provide one clear and powerful voice for the transportation infrastructure industry," he said, adding, "Together, we will pursue partnerships with other affiliated associations to grow our impact and align our goals."

Stephens expressed his confidence in the ability of ORBA's staff, volunteers, and members to lead change in these core goals. He also emphasized the importance of getting involved in the association through its many committees, events, and initiatives.

Concluding, he thanked members for the opportunity to take on his new role, noting, "Like ORBA at its foundation, we must embrace what is changing in our environment and transform our thinking now. At the 180th ORBA Convention, I hope members see how our industry embraced innovation ninety years prior and made the decision to learn and grow.

"I feel humbled to lead this great organization as your new president. Together we will grow. Together we will prosper. And together we will change."



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ORBA INFRASTRUCTURE DAY

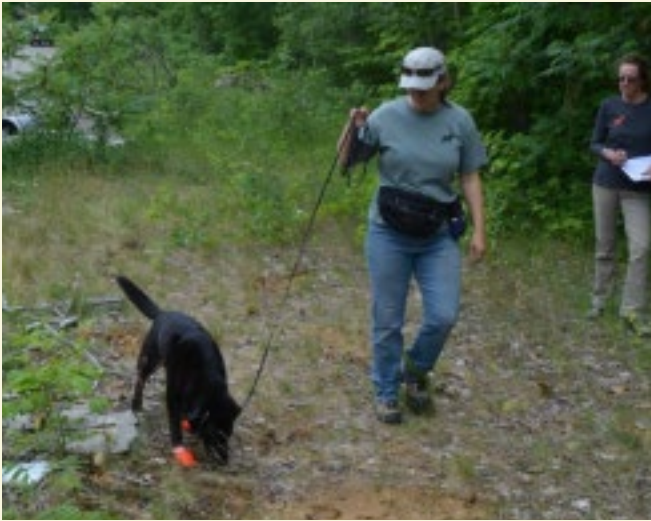
Representatives from regions and municipalities across Ontario joined ORBA’s 90th Convention & Annual General Meeting to share their transportation infrastructure plans and forecasts with attendees.

The following are brief highlights from each of the Infrastructure Day presentations. Full presentations can be viewed online at orba.org/convention.

MTO CENTRAL REGION

MTO’s 2017 expansion program will target several major transportation corridors and include ongoing expansion projects along Highway 427, including the ongoing expansion of Highway 427, the next steps in the Highway 407 East development, and the widening of Highway 400 from Major Mackenzie Drive to King Road.

A number of rehabilitation projects are also on the books for Ontario’s central region, and MTO is eyeing major highway expansion projects along Highways 401 and 404. It has also posted more details about its 2016-2020 Southern Highway Program (SHP) on its website.



MTO EASTERN REGION

MTO’s 2016-17 Eastern Region highway construction plans include \$212 million in rehabilitation and preventative treatments (totalling 420 km of lanes) and \$34 million in expansions. 32 bridge rehabilitation / replacement projects and 24 minor capital contracts are also planned.

The Ministry has also launched a pilot project to train conservation dogs to detect Blanding Turtle eggs and nests on highway projects.

MTO WEST REGION

Featured projects for Ontario’s west region include work on the new Highway 7, the development of the Highbury Avenue Interchange in London, the reconstruction of Highway 401 from Union Road to Colonel Talbot Road, and an Argyle Street Bridge replacement in Caledonia, among numerous key expansions and rehabilitation initiatives.





MTO NORTHWEST REGION

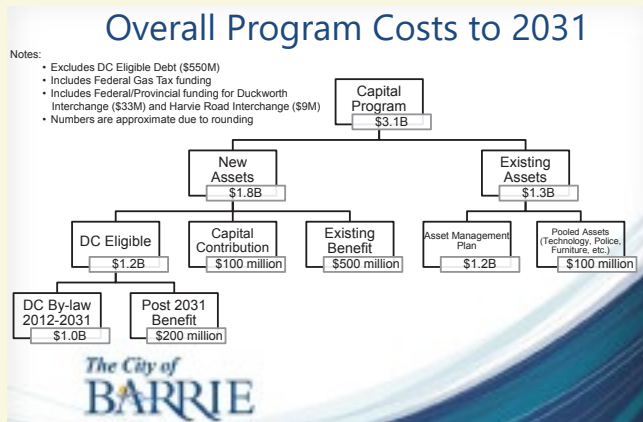
Approximately 200 km of road rehabilitations and preservation work is anticipated for the Northwest Region.

The widening of Highway 11/1 from Thunder Bay to Nipigon Corridor remains a priority, and includes the construction of the Nipigon River Bridge, a 10km expansion of the highway from Stillwater to Red Rock, and new 6.6km expansion from west of Highway 587 heading east.

The region’s 2017/18 rehabilitation program includes 42 new projects, over 68 structures, and over 200 km of centre line pavements.

MTO NORTHEAST REGION

Highlights of the MTO’s Northeast Region plan include the replacement of the Makobe River Bridge on Highway 65 east of Elk Lake and the replacement of the Mindemoya Creek Bridge at Providence Bay on Highway 551. The region will also see a series of rehabilitation, re-alignment, and structural projects along Highways 17, 11, 60, and 519.



CITY OF BARRIE

Barrie is planning several infrastructure projects to keep pace with its growth. Among these are the widening of Highway 400 at strategic locations throughout the city, and constructing numerous crossings along the busy corridor. In 2017, construction of Morrow Road (\$4.7 million) and the widening of Mapleview Road from Huronia to Country Lane (\$11 million) will take place.

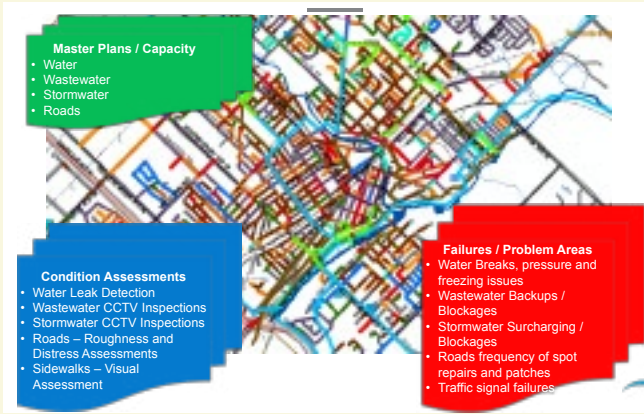
Additionally, the city is planning an Ultimate Cycling Network featuring 38 kms of cycling routes, as well as an Ultimate Sidewalk and Pathway Network consisting of 167 km of standalone sidewalk projects (in addition to those being developed as part of road improvements).



DURHAM REGION

This year, \$81.2 million have been earmarked for the Region of Durham’s Capital Road Program. This includes nearly \$31.7 million for road expansions, \$19.5 million for road rehabilitations, \$5.5 million for bridge replacements and rehabilitations, and \$4.9 million for Highway 407 related projects.

Projects highlighted at Durham’s ORBA presentation include road improvements along priority corridors such as Brock Road, Bayly Street, including Victoria Street, Harmony Road, and Bloor Street. Expansions are also on the books for Consumers Drive, Champlain Avenue, King Street, and Regional Highway 12.



CITY OF GUELPH

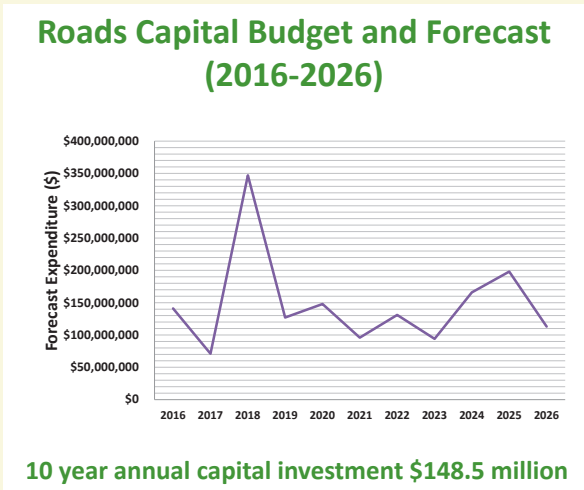
With a 2017 capital budget of \$33.5 million, Guelph’s infrastructure plans include reconstruction work along Wilson Street, Paisley Feedermain, Metcalfe Street, East-view Road, Wheeler Street, and Woodlawn Road near the Hanlon. The city will also be undergoing phase III of its Arthur Sanitary Trunk project, phase II of its Bristol Street reconstruction, and phase IIB of its York Trunk Sewer and Feedermain work.

Elsewhere, the Guelph annual asphalt program will cover various street, local repairs, and surface asphalts for new developments and completed capital projects.

HALTON REGION

The Halton region is eyeing many transportation initiatives to keep up with its growing population, including a robust, 10-year roads capital budget which will encompass road and structure work throughout the region.

On the agenda for 2017 are the new four-lane William Halton road; widening portions of Upper Middle Road, Britannia Road, Trafalgar Road, and Dundas Street; and improvements to Tremaine Road, which will include a new 16 Mile Creek Bridge and Highway 401 interchange, among other projects.



CITY OF HAMILTON

The City of Hamilton has completed its Road Network Life Cycle Management Assessment. It is also updating its Asset Management Plan and currently undergoing a life cycle assessment and level of service review for additional assets. The city shared findings from these assessments, citing a road needs backlog of approximately \$1.5 billion. To that end, it has allocated \$36 million towards road rehabilitations in 2017.

Key projects include Right of Way reconstruction and resurfacing along portions of Garth Street, Parkdale Avenue, and Upper Sherman Avenue, area rating projects, and neighbourhood preservation resurfacing in Berrisfield, Scenic Woods, South Meadow, and Stoney Creek.



CITY OF KINGSTON

Kingston’s 2017 budget includes \$4.4 million for road reconstruction, \$1.7 million for road rehabilitation, and \$0.8 million for bridge and culvert work.

Current projects include phases 4 and 5 of the John Counter Boulevard widening, the final phases of the Princess Street reconstruction, and early stages of the 1.7km Bath Road Bikeway. In addition, the 2017-2021 Kingston Transit Business Plan will see \$37.4 million spent on growing its transit ridership, \$8.8 million of which will be for infrastructure requirements.

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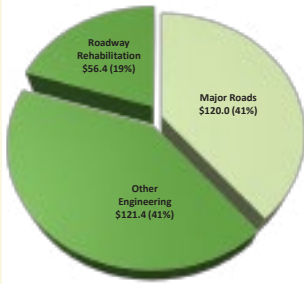


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- AODA Tactile Plates
- Noise barriers
- City Fleet/Equipment
- North Central Works Yard
- Permanent Snow Storage Site

CITY OF MISSISSAUGA

Mississauga's growth is driving a number of transportation initiatives. Ongoing and future projects include plans and studies along key corridors, and 11 major road projects including those at Glen Erin Drive, Eglinton Avenue, Central Parkway Boulevard, and Burnhamthorpe Road.

Altogether, 2017 will have 35 km of road work to be tendered, five structures slated for rehabilitation or upgrades, and six structures earmarked for detailed condition assessment and design.

NIAGARA REGION

Projects for 2017 include \$7 million in intersection improvements at Geneva Street, an \$8.4 million reconstruction and widening of Glendale Avenue in St. Catharines, \$13 million in road improvements and reconstructions to Regional Road 49 and related projects in Niagara Falls, \$20 million in road improvements in Niagara-on-the-Lake, and \$12.5 million in region-wide road resurfacing, and capacity improvements throughout the region.

2017: Intersection Improvements Geneva Street at St. Paul Street, in the City of St. Catharines

- \$7 million
- Tender late fall 2017
- Intersection re-alignment, intersection upgrades and buried infrastructure upgrades

Road Resurfacing & Preservation Program

- Town Council approved an aggressive program to bring the percentage of deficient roads to zero by 2025.
- Investing over \$98 million over next 10 years
 - \$8.6 million 2017 (over 24 km of roads)
 - \$9.3 million 2018
 - \$10.1 million 2019
- Tender March 2017 for May construction start



TOWN OF OAKVILLE

With a goal to eliminate the percentage of deficient roads by 2025, the Town of Oakville is investing significant funds into the health and maintenance of its transportation network. Over the next decade, it plans to spend \$98 million on its Road Resurfacing and Preservation Program, with \$8.6 million to be spent on over 24 km of roads in 2017 alone.

Top projects for 2017 consist of a rehabilitation of Lakeshore Road Bridge at 16 Mile Creek, which include a partial restoration of Lakeshore Road, reconstructions along Chartwell Road and Bridge Road, and widening and reconstruction of Speers Road and Sixth Line.

CITY OF OTTAWA

In Ottawa, 2017 is being dubbed the "Year of Celebration" in honour of Canada's 150th birthday. As such, Ottawa is funding millions of dollars in infrastructure projects. Its 2017 budget for Infrastructure Services includes \$88 million for integrated roads, water and wastewater, \$39 million for road resurfacing, \$31 million for bridge and culvert renewals, and \$2.7 million for sidewalk and curb rehabilitations.

2017 Zone of Influence



Among its many city-wide projects are the renewal of Main Street, construction of a Combined Sewage Storage Tunnel (CSST), West Transitway expansion, and construction of Rideau Canal Crossing.

REGION OF PEEL

The Region of Peel is anticipating a transportation capital budget of \$1.3 billion over the next 10 years. Over half of that will be allocated to road widening projects, targeting major arterial routes such as Mississauga Road, Highway 50, Mayfield Road, and Steeles Avenue. These projects are in planning and set to commence over the next several years.

In addition, the region is focusing on the development of active transportation routes (e.g. multi-use trails, sidewalks, multi-modal streets, and paved shoulders), and stormwater management improvements.

CITY OF TORONTO

Toronto continues to invest in its State of Good repairs initiative, which includes \$212 million in major and local road rehabilitations, city bridge rehabilitations and retaining walls, and supporting infrastructure. Enhanced project management is among the City’s top priorities, and includes the use of its Major Capital Infrastructure Coordination (MCIC) website, better departmental efficiencies, and the development of methods to expedite construction contracts and mitigate congestion.

Transportation

Program Delivery

- 600+** projects completed over the past 10 yrs
- \$1.8B** in goods that move through Peel every day
- 70+ km** of new active transportation facilities built since 2012
- ↑ 17%** increase in carpooling, transit and walking 2006-2011

\$1.3B estimated funding over the next 10 years

Strengths

- Funding Sources
- Transportation budget
- Staff resource/expertise
- Partnering with local municipalities and other levels of government

Challenges

- Permitting requirements /regulations
- Endangered species
- Utilities
- Soil conditions
- Climate change

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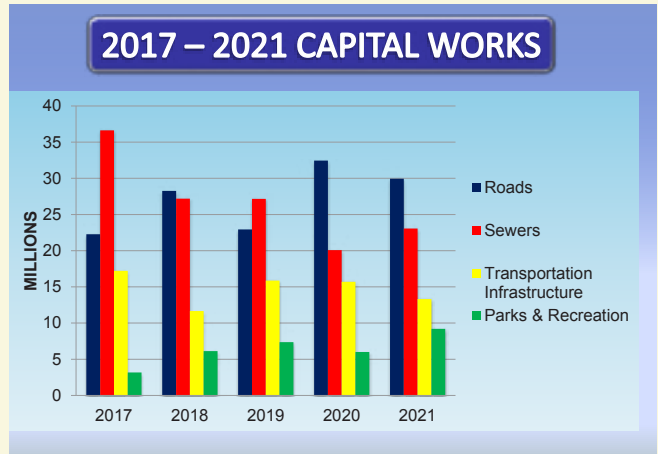
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Current Funding

- 2017 approved Budget is \$134M for 2017
- 10 Year Budget is \$915.5M from 2017 to 2026
- Funding for 2017 comes from the following

	2017	2017-2026
Gas Tax	\$32.9M	\$ 172M
Development Charges	\$ 27.2M	\$ 338.4M
Reserve Funds	\$ 34.6M	\$ 251.7M
Third Party	\$ 0.5M	\$ 0.5M
Debentures	\$ 35.8M	\$ 148.8M
Others	\$ 3.9M	\$ 3.9M



WATERLOO REGION

A number of road projects are taking priority in the Waterloo region through 2017. Highlights include reconstruction of portions of Ottawa Street (valued at \$4.5M), Snyders Road (\$1.8M), Notre Dame Dr. (\$3.2M), Sawmill Road (\$4.4M), St. Andrews Street (\$6.05M), and multiple projects along King Street (totalling \$5.7M).

CITY OF WINDSOR

Windsor is earmarking \$22.3 million for roads in its 2017 budget, a majority (\$7.8 million) of which will go to road rehabilitations. Key infrastructure projects include the City's BUMP (Bicycle Use Master Plan), work along the Herb Gray Parkway, advance works for the Gordie Howe Bridge International Crossing, improvements to Cabana Road, \$4 million in bridge rehabilitations, and \$0.3 million in traffic signal improvements.

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YORK REGION

The York Region has a number of initiatives planned throughout its 10-year, \$1.5 billion Roads and Transit Capital Construction Program. Those slated for tendering in 2017 include intersection improvements along Highway 50 and King Road, a Gibney Bridge replacement, and widening projects along portions of Keele Street and Major Mackenzie Drive.

A total of \$3.75 million in intersection improvements and \$2.18 million in bridge rehabilitations are planned for 2017. The latter includes work to Black River Road Bridge, East Humber River Bridge, and King Horn Bridge.

Major Mackenzie Drive

Canadian Pacific Railway to Highway 27

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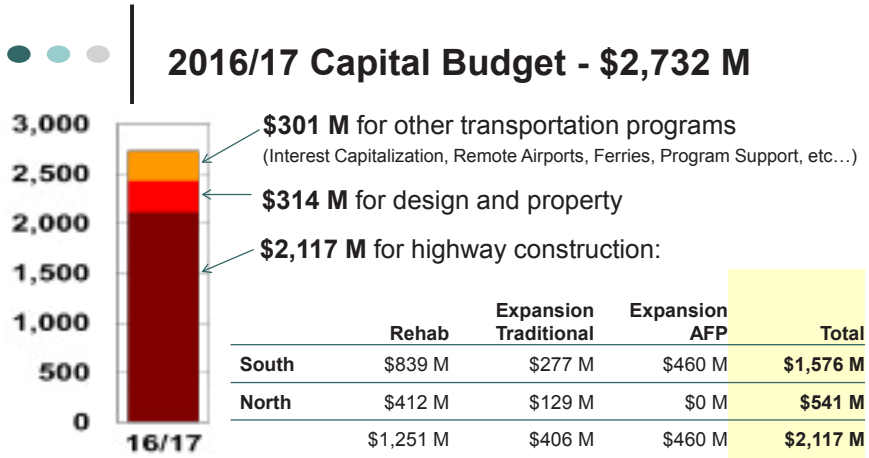
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UPDATES FROM THE INDUSTRY STAKEHOLDERS

Representatives from the Ministry of Transportation (MTO), Metrolinx, and Infrastructure Ontario (IO) joined ORBA’s conference roster for Infrastructure Day to deliver updates from their respective organizations.

The morning sessions were launched by MTO Deputy Minister Stephen Rhodes, who began by praising the long-running partnership between ORBA and the ministry and reviewed the MTO’s more recent achievements.

“Since 2013, we’ve built or repaired 435 bridges and over 2,700 km of highway together, and over the next five years we have almost 5,000 km of highway and 750 bridges to build or repair,” he said. “No doubt, this is a very exciting time and there’s no shortage of things going on. I know the people of Ontario are desperately awaiting these projects, so I really appreciate the work we’ll be doing together.”



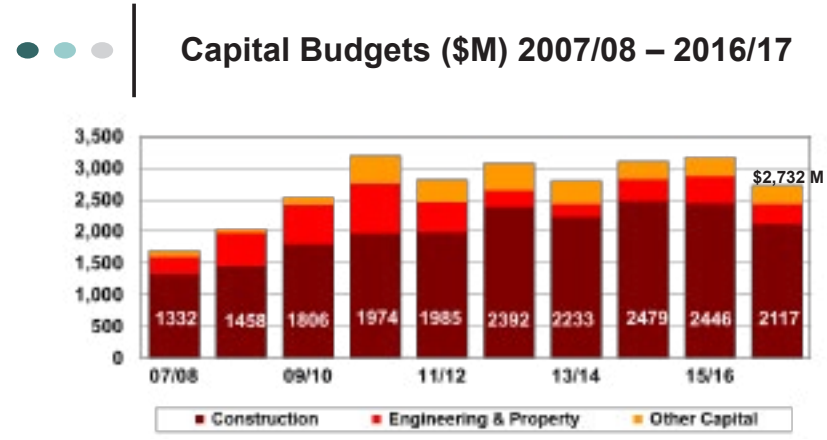
Source: MTO

This sentiment was echoed by MTO’s Assistant Deputy Minister Linda McAusland who followed Rhodes on stage by re-iterating the ministry’s commitment to pursuing ORBA’s “Roadmap to Excellence.” Citing a critical need for future planning, McAusland said the MTO is committed to reviewing its programs and practices and building upon its relationships, industry capacity, and

innovation, adding, “We’re working with ORBA and other industry partners to develop smart, strategic actions that will make us more nimble and better positioned to deliver our program in the future.”

McAusland also referred to the recent Auditor General’s annual report which included seven recommendations for the industry related to the quality of asphalt pavements and the oversight and administration of provincial highway construction projects. She said the MTO has taken those recommendations seriously and will soon release an action plan that will reflect that focus.

“We look forward to continuing working with ORBA and its members as we move forward on important changes to respond to these recommendations and be as open and as transparent as possible on everything we do,” she concluded.



Source: MTO



Stephen Rhodes,
Deputy Minister, MTO

need to help us manage that program is for contractors to provide updated, accurate, and timely construction schedules and to submit invoices as work is completed out in the field.”

Wrapping up MTO’s time on the main stage, he concluded, “We anticipate a very strong program again in the upcoming year, and will continue to provide updates to ORBA and its members.”

Shael Gwartz, MTO Director of Investment Strategies Branch, rounded out MTO’s presentation. A familiar face at ORBA’s convention, Gwartz took conference attendees through a breakdown of the ministry’s 2016/2017 capital budget, which includes \$2.12 billion for highway construction, \$314 million for design and property, and \$301 million for other transportation programs.


MTO-BUDGET

According to current plans, Ontario’s central region will receive a lion’s share of those funds (32.5%) while the northeastern region to receive nearly one-fifth (22%) and the remaining regions will share the remaining amount (45.5%).

Among the MTO’s projected accomplishments for 2016/17 are plans to create 79 km of new or expanded highways, four new bridges, 775 km of repaired highways, and 135 repaired bridges. Gwartz reported that up to 80 early tenders are set for release before March 31, 2017 (estimated at \$700 million in value), and spoke to the industry’s role in maintaining that number, saying, “The MTO continues to plan and monitor our program throughout the year ... where there is an opportunity for us to issue additional tenders to maximize our budget we do that. What we




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METROLINX

Metrolinx’s Chief Capital Officer John Jensen was also in attendance on Infrastructure Day to bring ORBA and its members up to speed on the government agency’s “The Big Move” initiative. He began by restating the need for congestion relief in the Greater Toronto Hamilton Area and how Metrolinx’s 25-year plan is working to do just that.

With over \$30 billion in committed projects, Jensen said Metrolinx is well underway on its ambitious plan to build a larger, more efficient regional transportation network. That vision includes a regional rapid transit network comprised of projects including a 20 km Hurontario LRT (RFP in Winter 2017), an 11 km Hamilton LRT (RFQ released in February 2017), and an 11 km Finch West LRT (commercial and financial close in Fall 2017).

AFP project status Source: IO



▶ Since 2005, Infrastructure Ontario has been assigned over 90 Alternative Financing and Procurement (AFP) projects worth more than \$40 billion

All AFP projects	Number	Capital cost
Completed	58	\$19.20 billion
Under construction	19	\$14.36 billion
In procurement	14	\$ 7.85 billion
Planning or pre-tender	13	\$ 4.31 billion
Total	104	\$45.72 billion

(as of November 30, 2016)

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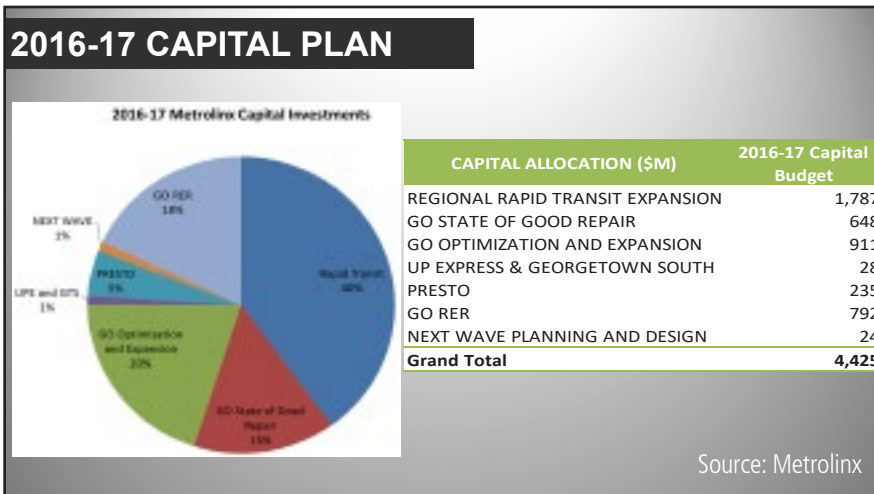
Other projects on the agency’s agenda include the Eglinton Crosstown project, Bus Rapid Transit projects in York and Mississauga, TTC subway extensions, GO Rail expansions, and related infrastructure works.

“ORBA and its member organizations are some of our most important

partners, and we couldn’t achieve our mandate without you,” he said. “It’s very important to us that we seek continuous improvement in how we work together, and under an MOU signed between ORBA and Metrolinx to support the joint transit contractor council, we are working to establish resolutions on matters of common interest.”

Metrolinx’s presentation also highlighted plans to conduct 13 design, build, and finance contracts with Infrastructure Ontario totaling \$3.5 billion, as well as address the Auditor General’s report with a renewed focus on improving systems and processes, vendor performance management, and accountability.

Speaking to the agency’s desired benefits from these and other projects, Jensen added, “I hope most will agree that major infrastructure projects also include



“ORBA and its member organizations are some of our most important partners, and we couldn’t achieve our mandate without you.”

- John Jensen, Chief Capital Officer, Metrolinx

additional benefits in the communities in which we work, includes employment, training, apprenticeships, and opportunities for local suppliers and social procurement wherever possible.”

INFRASTRUCTURE ONTARIO

Themes of collaboration and infrastructure improvements were also present in Infrastructure Ontario’s presentation, led by Chris Gauer, IO’s Executive Vice President of Civil – Roads and Transit.

“There’s a great opportunity for everyone going forward to participate in our program,” he said, pointing to over 46 alternative financing and procurement projects either in planning or construction in Ontario. “There’s a progressive step to allow traditional contractors to move up through the intermediate size DBs [design builds] and larger size AFPs ... and a lot of our local Ontario-based contractors are doing just that.”

Gauer briefed conference attendees on IO’s plans to carry out over \$3.74 billion in transportation projects – many of which are being developed in partnership with the MTO and Metrolinx. These include widening Highway 401 for HOV lanes around Mississauga, developing 18 new kilometres of Highway 7 between Kitchener and Guelph, and the future expansion of Highway 427. He also provided updates on IO’s light-rail transit projects and works related to regional express rail initiative.

Bringing an end to the morning’s industry updates, Gauer thanked ORBA’s membership for their work and for the opportunity to collaborate with its partners, adding, “We’re proud to be working with the MTO and Metrolinx to deliver the overall program we have in front of us.”



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MAKING INNOVATION A PRIORITY

Self-driving cars, automated equipment, smart roads, and cleaner technologies are paving the way for a brave new world of transportation. Yet while it can be tempting for industry players to stick with what they know, the truth is that those without the drive to innovate are likely to get left behind.

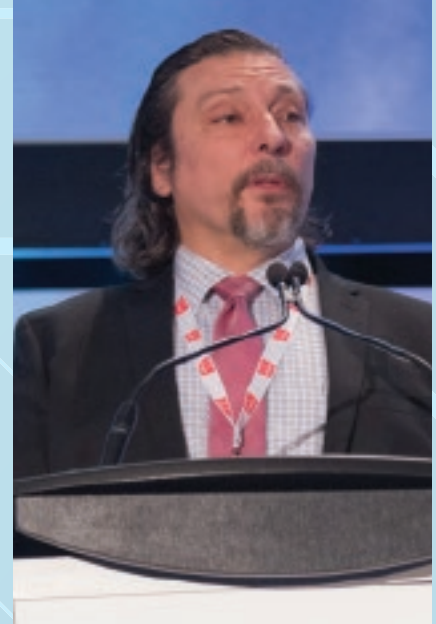
Fortunately, there is no shortage of innovation at the road building industry's disposal. The challenge is convincing Canadian companies to pursue them with greater intensity.

"What if I told you Americans are 30% more productive than Canadians? How would you explain that the French are 25% more productive than Canadians? Maybe a better country to compare us to is Australia, and yet they are 10% more productive than us," said Arvind Gupta, professor of Computer Science at

the University of British Columbia, who's presentation, *Innovation: A Global Perspective*, kicked off the ORBA's Innovation Day discussions.

"Most Canadians tend to be apathetic about this sort of thing. The attitude is 'Who cares?' We should all care because the single largest determinant of our standard of living is our productivity...The best route to raising productivity is to be innovative in everything we do," he continued.

Innovation is about more than a new iPhone or research paper. It's about exploring new and different ways to do things that enhance social or economic well-being. Things like smart road technologies applied to projects like Virginia's Smart Road project, which took the spotlight during a presentation by Girardo



Girardo Flintsch

Flintsch, Virginia Tech Transportation Institute's Director of Sustainable Transportation; as well as advanced materials, machine learning, and autonomous equipment.



Arvind Gupta

Innovations can be new technologies, novel processes, or a better organizational model for a business. The key is deployment and here the private sector is pivotal – it's the best means we have of getting good ideas out there.

-Arvind Gupta

"It's far too expensive to put in special infrastructure on every single highway, road, and private laneway in the country. The whole strategy is to put artificial intelligence into the vehicle that makes them drive not only as well as humans, but better."

-Barry Kirk, Executive Director,
Canadian Vehicles Centre of Excellence



Barrie Kirk


These technologies are redefining how roads and highways are built, maintained, and used. In The Evolution of Construction Drones and Earth Moving GPS, for example, Mike Agnes with Kespry Drones demonstrated how unmanned aerial vehicles (aka UAVs) are advancing the methods by which construction crews conduct site surveying, data processing, site planning, and asset management. Meanwhile, Barry Kirk, executive director of the Canadian Vehicles Centre of Excellence, argued self-driving commuter vehicles and construction equipment are transforming the transportation landscape entirely, during his presentation, Autonomous Vehicles Changing Our World and Industry.

"There are two commandments for autonomous vehicles [AVs]," said Kirk "The first is, 'Thou shall not have special infrastructure.' It's far too expensive to put in special infrastructure on every single highway, road, and private laneway in the country. The whole strategy is to put artificial intelligence into the vehicle that makes them drive not only as well as humans, but better."

The second commandment is that once there is a sufficient penetration of autonomous vehicles, there will inevitably be a need to re-evaluate everything around driving from new road designs, intersections, and traffic safety signals (if, indeed, a driver-less society will need them). To that end, Kirk said the time is now for road building stakeholders and decision makers to recognize autonomous vehicles in the planning of future infrastructure budgets and designs – especially since transportation innovations like these are only going to get more advanced.

"Uber has announced plans for a commute service using pilot-less drones to carry people to and from work around the city within the next 10 years. That's going to change everything, and it's going to have a big impact on the kind of business you folks are in," he concluded.

As for the business of making roads itself, Canadian crews have plenty of innovations to choose from. This includes advances in the way asphalt is made, tested, and applied. During his Innovation in Asphalt Technologies presentation, Dave Newcomb from Texas A&M Transportation



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If I have one message for you, it's to really have that blend of excitement about what's possible and discomfort about having to change. If we don't recreate ourselves, all of us, we're looking very much like Kodak.

-John Carpenter



John Carpenter

Institute's Materials and Pavements Division, turned attentions to a number of those innovations, including the use of high percentage RAP mixes, warm mix asphalt, adhesive roads, intelligent compaction feedback, asphalt roofing shingle repurposing, and other material enhancements.

Indeed, from UAVs to virtual superintendents, self-operating equipment to virtual reality project management, construction jobsites

are in for some major upgrades. And yet, despite the tools at its disposal, Canada's construction sector's productivity has actually declined in recent years compared to significant gains in other industries.

This is according to John Carpenter, Manager of Caterpillar Construction Digital and Technology, who made the case that Canadians are still lacking when it comes to reaping the cost and productivity benefits of today's technologies during his

luncheon presentation, Autonomous Construction Equipment and Planning for the Future.

Citing the safety, productivity, and ecological benefits of embracing these technologies, Carpenter offered an in-depth look at some of the newest construction innovations, noting, "What I do every day is wake up and think of ways for all of you to buy less of our equipment. We do that by showing ways to be more efficient. Everyone has heard about autonomous vehicles adding five times capacity to our highways, but what if you could do the same jobs with the same assets now just by being more efficient? And what if those limited tax the government has to spend could go twice as far and you could have twice as much work as a result of that?"

Echoing many of the day's presenters, he added, "If I have one message for you, it's to really have that blend of excitement about what's possible and discomfort about having to change. If we don't recreate ourselves, all of us, we're looking very much like Kodak."

Which is to say, once at the top of our game, but now behind the curve.

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