

# ROAD **Builder**

VOLUME 16, ISSUE 1

The quarterly publication of Ontario Road Builders' Association

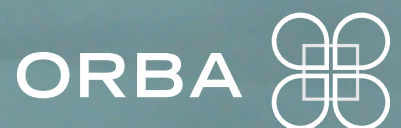
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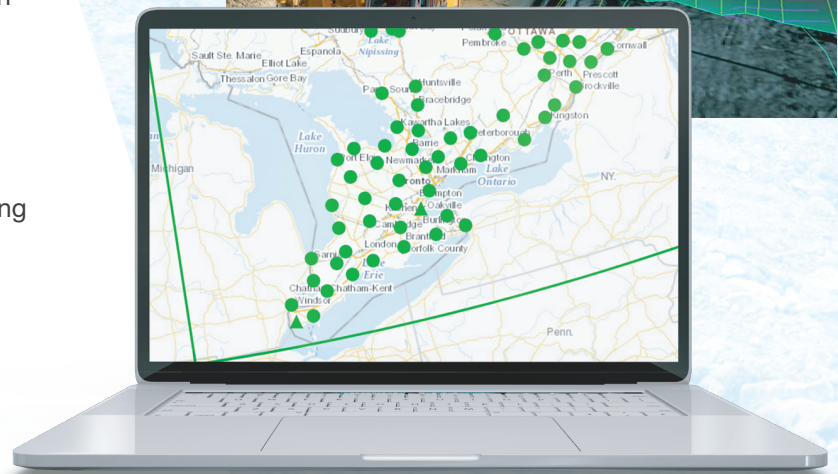
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# MESSAGE FROM THE CHIEF OPERATING OFFICER

## THE YEAR IN REVIEW



by **BRYAN HOCKING**  
Chief Operating Officer

I have to admit, 2019 has been something of a blur. Since joining ORBA as its Chief Operating Officer in November 2018, my time has been split between repositioning our Association for stronger success and fueling our progress on key membership issues. The last year has been a bustling mix of internal projects, industry meetings and boots-on-the-ground collaborations, and it's been an exciting and rewarding challenge throughout.

In my early days with ORBA, my priority was to take fresh stock of the Association's staff, processes, technologies, financials, and membership strategies. Over several months, I conducted personal audits of critical aspects of ORBA's operations to gain insight into where we were and then determine what we could do to make the most impactful improvements. I'm proud to say those initial assessments have led to many tangible actions.

On the people front, ORBA has expanded its office team to 10 full-time staff. We now have talented and experienced professionals in key positions, such as membership development, events and marketing. They bring with them a wealth of skills and perspectives. Today, I'm proud to say we have an exceptionally positive group of people who work well as a team and work hard for our members.

A supported team is a strong team. To that end, my mission from day one has been to empower ORBA's staff with the tools, resources, and incentives needed to fulfil their roles effectively. In addition to refreshing our office environment, we've invested in new technologies and services that enable our team to be more productive and focus on what matters most. We've also upped our data and records management capabilities by moving to "the cloud," and we're already planning to

implement a new customer relationship management (CRM) system in 2020.

Speaking of our membership, I'm happy to report that our membership numbers are on the rise. Our (relatively) new Membership Development Manager, John Zottola, has already brought 15 new members into the fold to date, increased the number of participants in the Advantage Program and is laying the foundation for future partnerships. Thanks to Abigail Wright Pereira's return as our Director of Marketing and Communications, I anticipate reaching even more potential members and allies in the year ahead.

There are more reasons than ever to be a part of ORBA. We have laid fresh eyes on ORBA's outreach strategy and taken a number of steps to propel it further. In the coming year, we'll be tweaking our events calendar and applying a fresh approach to the ORBA Convention and Annual General Meeting. The 2020 event has been organized by a new and very resourceful ORBA Convention Committee, and I can proudly state that the Committee has focused on making a bigger splash and generating greater value for members and the Association. The Convention this year is also open to non-members, at a higher registration fee, of course. You won't want to miss the result of all of the Committee's hard work when the Convention's new format takes centre stage on February 2-4 in 2020.



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There has also been no shortage of industry developments to attend to over the past year. Whether it's addressing mounting carbon tax concerns, lobbying for fair increases to 127 rates, smoothing out issues with Area Maintenance Contracts (AMCs) or improving our current claims system, our team is intent on moving the dial on issues that matter.

On another positive note, my review of ORBA's finances has shown that the association remains in solid health. We are exploring ways to modernize our financial systems and processes and we have now changed banking institutions. The good news is that we will undoubtedly find ourselves in a surplus position at year-end, which is nice way to start off the new year in 2020.

Of course, the coming months aren't without their challenges. One of the most relevant is strengthening and renewing our government relations efforts. Thanks to Andrew Hurd's expertise, we are making our voices heard on key industry issues and finding new ways to build relationships with the Ministry of Transportation (MTO), the Ministry of the Environment, Parks and Conservation (MECP) and other provincial partners. My impression is that the Minister's Office has been receptive to what Andrew and I have had to say during our initial meetings with Ministers and their respective staff over the past year, and we have already seen substantial improvements. Nevertheless, this part of the job is always a work in progress.

There has also been no shortage of industry developments to attend to over the past year. Whether it's addressing mounting carbon tax concerns, lobbying for fair increases to 127 rates, smoothing out issues with Area Maintenance

Contracts (AMCs) or improving our current claims system, our team is intent on moving the dial on issues that matter.

On the carbon tax question alone, ORBA has retained Dawson Consulting Group to help gather the proof we need to convince the Ministry that more needs to be done to mitigate the impact of a five-per-cent raise on contracts that were already let when the tax/levy was imposed. We have MTO's assurances that our arguments are being heard. For a province that prides itself on being "open for business," we are confident they will listen to what we have to say.

Overall, my first year with ORBA was largely spent understanding how we can improve and how we can kick-start several new projects. I expect I'll be equally busy in 2020 keeping our plans in motion and strengthening our capabilities. Now that we are all more confident in the path ahead, we must continue turning our good work into greater results.

To say this job has been a challenge is an understatement, but it's one I've thoroughly enjoyed taking on. I feel grateful to be moving ahead with a strong team at Head Office, a focused and supportive Board of Directors, with tangible plans in place and a membership that's as dedicated as ever to leading Ontario's transportation infrastructure industry.



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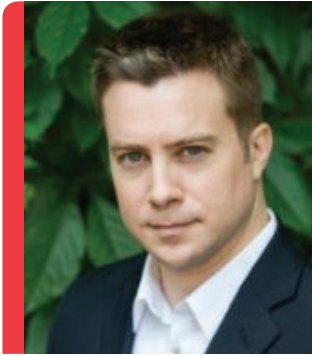
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by **ANDREW HURD**  
Director, Policy and  
Stakeholder Relations

# AROUND QUEEN'S PARK

**T**his summer saw a number of changes to ORBA's working relationship with the provincial government as there was considerable movement among political and ministry officials. The provincial cabinet shuffle on June 20 saw the previous Minister of Transportation, Jeff Yurek, move to become Minister of Environment, replacing Rod Phillips who became Minister of Finance. Given the relationship we have established with Yurek's office, this is good news for ORBA on the many areas of environmental policy the Association is involved in.

The Hon. Caroline Mulroney is now Minister of Transportation (MTO) while the Hon. Kinga Surma is Associate Minister of Transportation, with responsibility for the GTA and a focus on transit in the region. After a period of waiting for ministerial offices to staff up, ORBA quickly sought out key officials in Minister Mulroney's office to discuss priority issues. I'm pleased to say that we have had little difficulty in establishing a solid working relationship with the Minister and her senior staff. The most recent example of this was ORBA's meeting with the Minister on October 7, where we discussed the ORBA/MTO relationship in conjunction with the priority files of claims resolution, the impact of the federal carbon tax on tenders prior to April 1, 2019, and MTO repayment of the bond premium.

There has also been movement in the senior leadership ranks of the Provincial Highways Management Division (PHM) since the last edition of *Road Builder*. Jennifer Graham Harkness is now Executive Director, Asset Management and Ontario's Chief Engineer, replacing Kevin Bentley, who formally retired in July. Teepu Khawja, formally Director, Central Region is the new Assistant Deputy Minister for PHM. Both Jennifer and Teepu are well known to ORBA and it's a pleasure to interact with them in their new roles. At the same time, we bid a fond farewell to working with Kevin Bentley and thank him for his significant contribution to our mutual relationship.

Progress is being made on a number of files, with the following being a sample.

## **ASPHALT MIX INDUSTRY STANDARD (AMIS)**

OAPC Environment Committee representatives and ORBA staff met with Ministry of Environment officials, including the Minister's senior staff, in September and October in an attempt to move the AMIS technical standard over the finish line. The OAPC (formerly the Ontario Hot Mix Producers Association) started negotiating a technical standard with the MECP in 2013 knowing that the province was bringing in very strict Benzo(a)pyrene limits in 2016, several times stricter than those in place in California. This was further complicated with the Ministry adding 63 other contaminants in early 2018. While we felt the draft standard was again entering the home stretch this summer, we continued to have concerns with the maximum allowable average annual performance temperature, the ability for plants to engage in common recycling activities, and the ability for plants to register for all contaminants.

The Minister's office and Ministry staff agreed with our position and so the final recommendations for the AMIS are being drawn up for the Minister's approval and subsequent posting on the Environmental Registry. At a time when the government is embarking on a multi-billion-dollar transportation infrastructure building plan, one that will help alleviate congestion and associated emissions and help power our economy forward, a finalized AMIS should help ensure a steady supply of quality asphalt at a competitive price.

## **CARBON TAX**

ORBA continues to raise the substantial cost of the federal carbon tax on MTO tenders bid before April 1, 2019 with government decision-makers. Our message has been consistent – the Ministry should honour the spirit of clause 8.06.01 of the General Conditions of Contract (GC) as intended, concerning the imposition of a new tax after bidding. The problem that we're encountering is that MTO doesn't consider it a "tax," but rather a "regulatory surcharge," notwithstanding that the "carbon tax" term continues to be used by the provincial government.

MTO has indicated that the only way that they will entertain submissions on carbon tax is to submit claims, so, as ORBA President Steve Smith told attendees at the 2019 President's Tour, we recommend that members submit their claims accordingly.

In ORBA's recent meeting with Minister Mulroney, we agreed that reliable data was a necessity for further productive dialogue. We've since commissioned Dawson Strategic, a respected research firm, to produce a report on the carbon tax impact to contractors. Dawson Strategic is no stranger to ORBA, having authored a 2016 Cap and Trade study for the Association. The firm is currently conducting targeted outreach to ORBA members.

### CLAIMS


ORBA continues to work with MTO to speed up existing claims, especially those initiated prior to the November 2016 MTO General Conditions (GC) change that saw the introduction of the referee process and stricter timelines placed on MTO reviews. We're jointly working on a claims tracking spreadsheet, and this issue has been front and centre in our discussions with the Minister and her

senior staff. We have a preliminary list of active claims submitted under the 2010 GCs from MTO, excluding those that are in litigation. We continue to work towards a resolution of this important issue.

### CONSTRUCTION ACT

On October 1, 2019, MTO's General Conditions of Contract (GCs) were updated to incorporate the adjudication provisions of the *Construction Act*. Throughout August and September, our adjudication working group sent two robust submissions, complete with third-party legal analysis, on MTO's draft changes to the GCs. The ORBA adjudication working group also met with senior MTO leadership and senior members of Minister Mulroney's office to discuss ORBA's views. MTO held a webinar for ORBA members to highlight the new provisions in late November.

ORBA representatives also had an in-depth discussion on repayment of the bond premium with senior MTO officials in November. We committed to further exchanging information in support of ORBA's advocacy on the introduction of a line item.



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*James Bay Winter Road*

# INFRASTRUCTURE IN THE FAR NORTH

## FROM ICE ROADS TO AIRSTRIPS – HOW THE JOB GETS DONE

by **WARREN HEELEY**

Infrastructure in Ontario's Far North involves challenges that are significantly different from the rest of the province. The Far North covers 42 per cent of Ontario's land mass. About three times the size of Lake Superior, it stretches from Manitoba in the west to James Bay and Quebec in the east. In the Far North, there are no permanent roads to the large majority of communities in the region. Because of this, normal processes such as moving and storing heavy equipment for infrastructure projects become difficult tasks.

Some sites may have road access during the summer while others may only have road access during the winter. In many instances, it is a combination of the two which requires staging the mobilization of equipment. Add to this the issue that building all-season roads to remote sites on ground that often has an unstable base is either not possible or so costly that it doesn't make sense to pursue. Even local all-season roads to connect the airport to the community it services often require special considerations.

"Some Indigenous groups in the Far North are looking at the potential of permanent roads because of climate change and its effects on the reliability of ice roads," stated Nancy Wood, President of Kimesskanemenow Limited Partnership (KLP), an Indigenous partnership that administers the James Bay Winter Road. "Some Indigenous communities are resisting all-season roads because of the potential negative effects on their culture. In addition, preliminary estimates to build these roads are in the millions of dollars per kilometre."

In response to these challenges, communities in the Far North have traditionally depended on airports and winter roads (ice roads) to stay in touch with the outside world and obtain the necessary supplies to sustain their communities.

### AIRPORTS

There are 29 airports that serve remote communities in the Far North. Most of the year, airports are the only reliable connection with the rest of the province. Airports provide these communities with essential supplies such as medicine and forest fire-fighting equipment. The airports are administered by the Ontario Ministry of Transportation (MTO).

Three of the Far North airports have paved (asphalt) runways. These airports are located in Pickle Lake, Armstrong and Moosonee. They are municipal airports that have longer runways, can handle larger aircraft, and are often used to stage larger cargo loads for shipment to other locations in the Far North.

The remaining airports have runways made of gravel. Extreme winter temperatures pose challenges for paved runways and there are significant costs for moving in equipment and maintaining these

runways. There are currently no MTO plans to increase the use of asphalt in these airports.

Gravel surfaces also have their challenges. Gravel surfacing is chosen due to cost and also to the conditions in which the runways must operate. Where possible, runways are constructed on stable soils. However, there are locations with muskeg (peat bogs) that are the only available locations. This is a challenging technical condition that requires a very flexible surface to accommodate settlement of the muskeg if the depth of muskeg makes removal impractical.

The gravel surface also limits the types of aircraft that can land on the runway. Only cargo aircraft that can be equipped with gravel packages (larger tires and deflection skirts to protect engines and aircraft bodies from flying gravel) can be used on gravel runways. Even aircraft so equipped are still required to reduce carrying capacity by 15 per cent.

The life of many gravel runways is determined by the amount of gravel that is lost on each landing and takeoff and the size of the stockpile that is available for regrading the surface. Typically, winter stockpiling

is used to bring in aggregate if the local area has no suitable aggregate borrow areas. Binding agents can improve the quality and life of the runway, but these are expensive and may be of limited life in some conditions. At this point, not all gravel airport runways have been treated with these agents.

Most Far North airports have a single 1,100 m gravel runway with the few paved runways being 1,230 to more than 1,540 metres in length.

### ICE ROADS

There are more than 3,100 kilometres of winter roads in Ontario. A winter road or ice road is created on naturally frozen land and water. Ice roads provide temporary roads to remote areas where there are no permanent roads. They permit as much as an entire year's worth of supplies to be moved to communities and businesses and reduce the shipping costs versus using the more expensive option of air freight.

Ice roads provide a flat and accessible driving surface for large tractor trailers and a 10 to 12 week link to year-round provincial roads or rail lines.

The Ministry of Energy, Northern Development and Mines (MENDM)

*Images provided courtesy of Kimesskanemenow Limited Partnership (KLP)*



*Snow removal on James Bay Winter Road*



*The flooding machine used to thicken the ice on James Bay Winter Road*

provides both funding and support to the building and maintenance of iceroads. Funding from the ministry supports skills development for the crews in the communities managing ice roads; the ministry also establishes guidelines for winter roads which are used by the communities.

The ministry also funds random spot checks on the roads using ground penetration radar. Data collected is then shared with the communities responsible for the roads.

### **BUILDING AND MAINTAINING ICE ROADS**

Construction of ice roads requires heavy equipment for packing, grading and clearing snow (similar to airports) as well as properly trained crews. Over waterways, ice thickness must be appropriate for the traffic anticipated. For example, tractor trailers require ice thickness in the range of 75 to 115 cm.

Waterway crossings include access holes used to flood and increase the thickness of the ice on the crossing. Ramps that bridge between the water and the shoreline are created from frozen water and slush.

Most ice roads are built and maintained by the Indigenous communities located along the road. Heavy equipment is brought in on the ice road itself during the winter. Each community retains the equipment and machines year-round. The equipment is stored in garages within the community. It is adapted to meet the needs of construction and other local commercial activities in the spring through fall period until the building and maintenance of the ice road begins.

Purchasing and retaining the equipment reduces the cost of renting/leasing equipment each year and having that equipment

stranded from spring to fall when the road is no longer available to move it out.

Once snow is present and the waters are frozen, snowmobiles go out to provide a first light compaction of the road surface followed by a heavier compaction by larger equipment. At the same time, water starts to be brought onto the road surface to thicken the ice.

Bridges and ramps between land and water are then created. Pumping of water onto the road surface continues to increase ice thickness.

A final heavy compaction by very large equipment is done before traffic is allowed on the road.

Ongoing maintenance is conducted to repair pot holes, damage from storms and traffic as well as clearing of accumulated snow. The road

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is open 24/7 to maximize traffic flow in the short time the road is operational.

### FUNDING ICE ROADS AND AIRPORTS

The cost of ice roads is significant. Funding for these roads typically involves cost sharing of funding between the Ontario government and the federal government with some costs paid by Indigenous communities themselves. In certain cases, mining operations that use the road provide funding. The Ontario government budget for winter roads in 2019-20 is \$5.8 million.

There is no consistent funding model. Each road has somewhat different challenges for funding. As an example, a major contributor to the James Bay Winter Road was the De Beers diamond company which

used it to access a diamond mine near James Bay. In 2019, the mine was closed by De Beers, removing nearly 60 per cent of the operating budget for the ice road.

As noted by Wood, “Our budget has been reduced by \$4 million dollars. This is a very serious shortfall that will be difficult to make up.”

Several options are being considered to try to reduce the cost of ice roads, including installing all-season bridges across key bodies of water that can be used during the winter, moving winter roads off-ice where possible and onto land, and looking at other transportation options such as ferries, rail, or airships that can haul large loads of cargo and land on any flat surface.

Regarding funding for airports in the Far North, MTO underwrites 100 per cent of the airports’ operational costs.

Most ice roads are built and maintained by the Indigenous communities located along the road. Heavy equipment is brought in on the ice road itself during the winter.

#### THE FUTURE

In 2016, MTO and MENDM developed a draft “Northern Ontario Multimodal Transportation Strategy (NOMTS).” The report covers seven planning objectives including improving access for remote communities, enhancing access for northern industries, and identifying and integrating new infrastructure to support economic development.

In 2017, stakeholder input on the report garnered good data and

knowledge on the subject. The 2019 Ontario Budget included a government plan to continue to review initiatives to meet transportation needs and explore ways to support Ontario’s rail freight, rail remanufacturing and repair operations in the north.

For now, the traditional options for transportation will continue to be the lifeline for communities in the Far North.



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# WSIB'S NEW PREMIUM RATE-SETTING MODEL

## EXPECTATIONS AND TRANSITIONS

by **MATTHEW BRADFORD**

**T**he Workplace Safety and Insurance Board (WSIB) will soon implement a new premium rate-setting model. Beginning January 1, 2020, the agency will adopt the North American Industry Classification System (NAICS) to re-categorize businesses under 34 different classes and sub-classes, as well as re-group employers into risk bands that will scale yearly according to their risk profile.

“Our new model will make the premium rate-setting process easier, simpler and fairer for almost 300,000 Ontario businesses,” stated Janine Dyck, Vice President of Employer Services at the WSIB.

Speaking with *Road Builder*, Dyck said the new model will enable businesses to plan ahead by providing projected rate information that better reflects their individual claims

experience, adding, “Businesses will be able to make adjustments to improve their health and safety, which can contribute to lower premium rates in the future and a healthier and safer Ontario.”

### WHAT TO EXPECT

The WSIB's new model is a significant shift in how premium rates are calculated for Ontario employers. Under this new prospective rate-setting model, the WSIB maintains that employers will pay rates that better reflect their individual risk and claims experience.

To begin, the WSIB will set an average premium rate for each class based on its risk profile and share of responsibility to maintain the insurance fund. Each NAICS class will then be broken down into a series of risk bands, and each risk band will have an associated

premium rate. The difference between each risk band will be approximately five per cent.

Then, the WSIB will review each business's specific claims history to create a risk profile that compares their risk to the rest of the businesses in their class. Businesses in the same class with similar risk profiles will then be assigned to the same risk band and premium rate that reflects their individual risk profile.

"Most provinces utilize a model similar to this," said Ken Thomson, Workers' Compensation Board Claims Manager for Dexterra, and member of ORBA's Occupational Health & Safety Committee. "Previously, Ontario had a group rate where, if you were a road builder, you paid the same as every other road builder. Then, at the end of the year, you either got a rebate or a surcharge based on your individual experience."

Under the new model, businesses will no longer have to wait for rebates or surcharges as the current retrospective approach to rate-setting (e.g., MAP, NEER, and CAD7 experience rating programs) will be eliminated. The new model will also introduce projected rates, providing businesses with the future direction of their rates to allow them to plan more effectively.

"This means that instead of receiving a big surcharge, you'll end up moving (to your new risk band) based on your projected rate that takes your claims experience in account," said Thomson.

#### MAKING THE TRANSITION

The WSIB shared class rate and individual 2020 premium rates in September 2019. Employers who receive notice that their rates are projected to go up will see that increase staggered over a period of time. Specifically, in 2021, businesses with projected premium rate increases will move up a maximum of one risk band from their 2020 risk band. In 2022, businesses with projected increases that have not yet reached their projected premium rate will move up a maximum of two risk bands above their 2021 risk band. Employers who are projected to receive rate decreases, however, will see that change applied immediately to their 2020 rates. This will also happen in 2021 and 2022.

Starting in 2023, the WSIB's premium rate-setting policies under the new model will be in full effect. Businesses with



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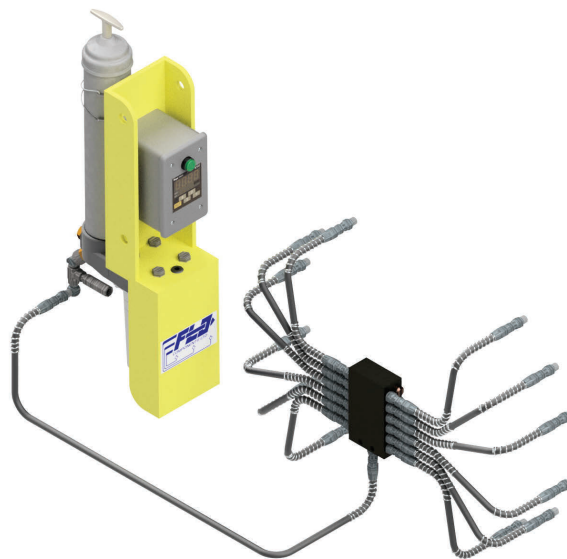
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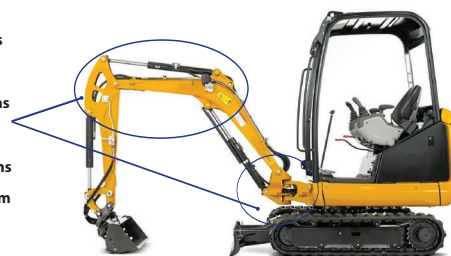
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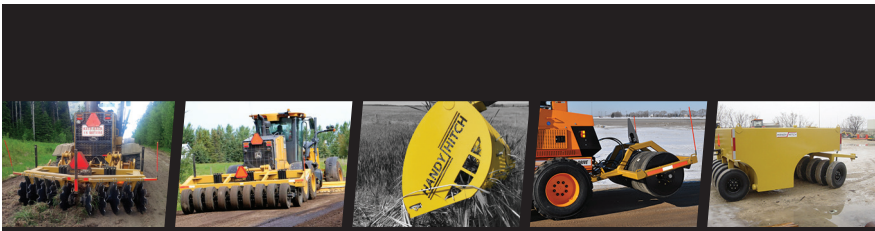
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projected premium rate increases or decreases will see their rates move up or down a maximum of three risk bands each year until they reach their projected premium rate, protecting them from any sudden changes to those rates.

“This is a really big shift in how premium rates are calculated,” said Andrew Hurd, Director, Policy and Stakeholder Relations with ORBA. “If your risk profile changes, you’re not going to see a huge jump in your premium rate the next year. It will be smoothed out over several years until you reach a certain stage. So, from the WSIB’s standpoint, this new framework does offer a more predictable model for employers to determine what their rates are going to be.”

**MULTI-RATES AND NON-EXEMPT PARTNERS**

There are important considerations to be made regarding multi-rated companies and non-exempt partners and executive officers. First, under the new framework, organizations with multiple business-related activities will no longer be able to be in as many rate groups as they choose. Instead, they will be subject to two possible scenarios.

One option is to be predominantly classified. This means the WSIB will classify the organization based on the business activity with the highest amount of insurable earnings. A company with four different business activities under the current system, with proportionate shares of total insurable earnings of 65 per cent, 20 per cent, 10 per cent, and 5 per

cent would be classified under the business earning 65 per cent.

This approach may not be an economically viable choice for some organizations. Therefore, businesses will have the option to apply for multiple rates, as long as the business activity generates at least 20 per cent of the business's insurable earning to qualify for another rate. Moreover, applicants must properly segregate their payroll for the business activity they would like to have a separate rate for, ensure that their business activities do not form an integrated operation, and make certain that the business activity is a sufficient share of their total payroll.

"Your company's individual business activities cannot rely on each other for revenue generation, or can't be offered together when you take your products to market, or form one line of production that equals one outcome," explained Thomson.

Considerations can also be made for non-exempt partners and executive officers in construction who were previously classified under rate group 755. Under the new rate framework, these individuals will continue to receive a separate premium rate based on the rate group 755 rate from 2019 that reflects the low risk of their work in comparison to the rest of the construction industry. Moving forward, however, their premium rate will be based on the collective experience of all non-exempt partners and executive officers in construction.

**MAKING THE SWITCH**

Construction stakeholders, including ORBA, been working with the WSIB to ensure a smooth transition.

"We have engaged in an extensive consultation process with associations such as ORBA throughout the entire development and implementation process," said Dyck, noting, "We continued to update businesses in advance of mailing 2020 premium rate information on September 24 and provided class rate information at the WSIB's AGM on September 25."

The WSIB is also offering a number of health and safety programs and resources to help businesses improve

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“We have engaged in an extensive consultation process with associations such as ORBA throughout the entire development and implementation process. We continued to update businesses in advance of mailing 2020 premium rate information on September 24 and provided class rate information at the WSIB’s AGM on September 25.”

- Janine Dyck, Vice President, Employer Services, WSIB

their safety experience. Additionally, when accessing the online services portal, employers will be able to use Compass to securely access their 2020 premium rates, detailed claims and costs, as well as analyze health and safety statistics that will help inform their workplace health and safety strategies.

“Success in our new program can lead to rebates, and an improved health and safety record can help lower premium rates,” claimed Dyck.

**TIME TO ADJUST**

While the WSIB’s new premium rate-setting model is likely to benefit industry stakeholders, there will no doubt be some growing pains.

“There are always some unknowns whenever something of this size is rolled out. That’s nothing unique, since new models are susceptible to this,” said Hurd, adding that the rollout in January may take some adjusting – especially for smaller contractors who have to navigate

the system without the resources of bigger players.

“That’s why we’re doing our best to keep ORBA members informed, encourage them to keep this on their radar, and link them to resources within the WSIB to help make the transition,” he added.

ORBA members can learn more about the new framework by visiting [wsib.ca/rateframework](http://wsib.ca/rateframework), signing up for WSIB’s rate framework newsletter, or joining one of the WSIB’s monthly rate framework webinars.



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# EDUCATION



## ORBA'S 13TH ANNUAL ROAD BUILDING ACADEMY IS OPEN FOR REGISTRATION!

ORBA's Road Building Academy, February 24 - 28, 2020, is offering a robust array of exclusive courses led by top industry professionals. The Academy will be held at the state-of-the-art BMO Institute for Learning in Toronto.

This year ORBA is especially pleased to partner with the Asphalt Institute (AI), offering a two-day Paving Inspector course covering fundamental information that every asphalt plant mix roadway inspector should know. Before now, this course was solely available in the U.S. and will be the only course of its kind available in Canada.

The 2020 Academy program is aimed at helping to raise the bar of overall quality in the road building industry and will feature 25 courses, including 11 new courses covering management, leadership, business practice,

health and safety, and legal topics relevant to the road building industry.

ORBA is also offering 10 online courses, powered by BuildForce® Canada. Online courses are both economical and convenient, as the courses can be taken at any time.

In addition to skills and knowledge gained through training, the Academy provides an opportunity for participants to meet and network with industry peers. Members can once again take advantage of the Canada-Ontario Job Grant program, which provides direct financial support to companies that are training their employees.

For more information on ORBA's 2020 Road Building Academy and Canada-Ontario Job Grant Program, please go to [www.orba.org/academy](http://www.orba.org/academy).

## CONGRATULATIONS ORBA 2019 CIVIL ENGINEERING SCHOLARSHIP RECIPIENTS!



### ANGUS MACRAE

Congratulations to Angus MacRae! Angus received ORBA's 2019 Civil Engineering \$2,000 scholarship which will assist him as he begins the civil engineering program at Queen's University this year. He was given top scores by ORBA's education committee in community and school involvement while also posting a solid GPA average.

Angus is a 2019 graduate of A.B. Lucas Secondary School in London, Ontario. He has a passion for the civil construction industry and has a career goal of working with contractors to produce better roads and bridges.

While serving as student council president, he also found time to be an ambassador at the Global Youth Leadership Summit. His diverse talents include being a lifeguard and playing the bagpipes competitively.



### GAVIN WAUGH

Congratulations to Gavin Waugh! Gavin is a recipient of ORBA's 2019 Civil Engineering \$2,000 scholarship. His goal of one day working with a road building contractor is one step closer with his admission to Conestoga College's civil engineering program. Gavin is a 2019 graduate of Centennial Collegiate and Vocational Institute in Puslinch, Ontario, and has a demonstrated passion for civil construction. His diverse accomplishments range from leadership courses to achieving the Specialist High Skills Major in high school with a construction designation.

ORBA's Civil Engineering Scholarship is awarded annually to a student graduating from an Ontario high school and entering their first year of a program in Civil Engineering at an Ontario university.



## CANADA-ONTARIO JOB GRANT PROGRAM (COJG)

Did you know that the Canada-Ontario Job Grant Program (COJG) can assist your company in providing your employees with the training they need for staying ahead in today's fast-paced labour market? Members can take advantage of this program which provides direct financial support for employee training. Funding is available to small, medium and large businesses with a plan to deliver short-term training to existing and new employees. Member companies are encouraged to apply for funding through the Canada-Ontario Job Grant program. All ORBA Road Building Academy courses are eligible for funding. Employers are eligible for up to \$10,000 in government support per person for training cost.

### SUPPORT SERVICES

There are over 300 agencies across the province that administer the program for the government. They are available to help you apply for funding and answer questions about the program.

If you're an employer with a particular skills demand, the Canada-Ontario Job Grant (COJG) might be the program for you. Applications are accepted on an ongoing basis.

For more information on the COJG program, please visit ORBA's website at: <https://orba.org/canada-ontario-job-grant-program/>

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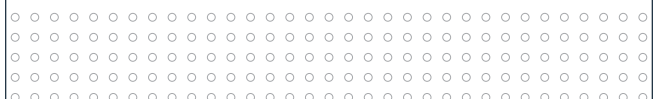
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## NEW STAFF AT ORBA

### MEET ASHLEY MANSON AND JOHN ZOTTOLA

ORBA is pleased to welcome  
Ashley Manson, Manager, Governance Administration and  
John Zottola, Manager, Membership Development.



Ashley sees this move as a great opportunity to be part of an organization that is expanding and seeks new opportunities to grow the road building industry and the association. She is looking forward to working closely with both ORBA and OAPC in this newly-created role.

#### **ASHLEY MANSON, MANAGER OF GOVERNANCE ADMINISTRATION**

Ashley comes to ORBA with significant experience in the non-profit sector and governance administration. Working at the Ivey Foundation and Tourism Toronto supporting their senior executives and Board of Directors, Ashley honed her skills in meeting planning, organizational management, and making company structures work efficiently and effectively.

Ashley joined ORBA on August 6, 2019. Ashley sees this move as a great opportunity to be part of an organization that is expanding and seeks new opportunities to grow the road building industry and the association. She is looking forward to working closely with both ORBA and OAPC in this newly-created role. She feels there is a solid team of staff and volunteers at ORBA who work well together and are focused on the strategic direction of the association.

In her new position, Ashley provides governance administration support to the ORBA Board, OAPC, and COO Bryan Hocking. She organizes meetings, prepares meeting materials and agendas, records minutes and action items for follow up. As well, she is responsible for maintaining schedules and creating travel itineraries for the president of ORBA, chair of OAPC and the COO as required. Her meeting planning also includes meetings with government and the association's committees.

Ashley is a graduate of Carleton University (B.A.) and McMaster University (M.A.) and takes pride in the skills in which she excels: organization, streamlining processes and improving association efficiencies. In her spare time, she listens to podcasts, loves to cook and spends time with her family and friends. Members are encouraged to reach out to Ashley at [ashley.manson@orba.org](mailto:ashley.manson@orba.org) or (905) 507-1107 ext. 226.



John sees ORBA as an organization that is moving forward with a clear plan to achieve strategic objectives to remain relevant well into the future as an advocate for members and the industry.

**JOHN ZOTTOLA,  
MANAGER OF MEMBER DEVELOPMENT**

John joins ORBA with extensive experience in both the for-profit and non-profit sectors during his career. His diverse work history includes finance, management and sales before moving on to the association sector. Prior to coming to ORBA, he managed membership recruitment, retention and programs for the Institute of Professional Bookkeepers of Canada, tripling the membership in seven years while posting one of the highest member satisfaction benchmarks.

John started with ORBA on June 3, 2019. He was attracted to the position because of ORBA's potential and the highly regarded reputation of the association and its members as well as the professional manner in which the organization conducts its business. He has found in his time at ORBA that the staff and directors are both skilled and focused on the needs of the industry. John sees ORBA as an organization that is moving forward with a clear plan to achieve strategic objectives to remain relevant well into the future as an advocate for members and the industry.

His responsibilities at ORBA include member recruitment, retention and programs. He feels the most important aspect of the membership program is increasing the value proposition for members. John works closely with the ORBA membership committee to achieve annual goals for growth and retention to build upon a solid base while increasing member satisfaction. He is also responsible for the Drivers Licence Status Check Program (DLSC), ORBA Scholarships and the development of the ORBA Advantage Affinity Program. His goal is for ORBA to have one of the premier affinity programs in Canada to mirror the high calibre of its members.

John is a graduate of York University with an honours degree in marketing which gives him a solid background for his responsibilities in membership development and programs. When John is not working, he enjoys travel and has a love for food and people. His zest for life includes weekend gatherings with barbecues, wood oven pizza and bonfires. John would love to hear from members and they are invited to call or email with feedback of ORBA at [john.zottola@orba.org](mailto:john.zottola@orba.org) or (905) 507-1107 ext. 222.





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ORBA Hall of Fame recipients, Art Van Camp (2019) and Bob Bugden (2016), enjoying ORBA's Summer Round Up, which was held June 12, 2019, at the Royal Ambassador Event Centre in Caledon East and featured the Silent and Live Auctions for Asphalt Research.



ORBA Director Mario Villeneuve, auctioneer for the Live Auction for Asphalt Research, got the crowd out of their seats and the bidding paddles in the air. The silent and live auctions of the evening brought in just over \$24,500!



Magician "Magic" Dan has Kourtney Adamson of Yellowline Asphalt Products Ltd. under his spell with his magic rope trick. Magic Dan mesmerized the Summer Round Up crowd throughout the evening.

A special thanks goes out to Mario and all of the sponsors of the Summer Round Up and the Silent and Live Auctions for Asphalt Research: Battlefield Equipment Rentals, Canadian Asphalt Industries, Coco Paving Inc., D. Crupi & Sons Limited, Facca Incorporated, Hub Equipment, Lafarge Canada Inc., Nelson Aggregate Co., Nortrax, Platform Insurance Management Inc., Powell (Richmond Hill) Contracting Ltd, R.W. Tomlinson Limited, Ritchie Bros. Auctioneers, McAsphalt Industries Limited, Roto-Mill Inc., Toromont CAT, The Guarantee Company of North America, The Miller Group, Trisura Guarantee Insurance Company, Villeneuve Construction Co. Ltd. and Yellowline Asphalt Products Ltd.



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## 2019 ANNUAL MEMBERS' GOLF TOURNAMENT



*Clive Thurston, President of the Ontario General Contractors Association, Steve Smith, ORBA President, Joseph Tiernay, Executive Director of the Ontario Good Roads Association and Gary Todd, former Manager, Design and Contract Standards Office, MTO.*

ORBA's Annual Members' Golf Tournament, August 29, 2019, held at ClubLink Station Creek golf course in Gormley, ON, was a great success! The tournament was sold out and brought together over 330 attendees. A special thanks goes out to all of our sponsors: Aggressor Automation, Associated Paving & Materials Ltd., Astec Inc., Battlefield Equipment Rentals, BCX Environmental Consulting, Berminghammer Foundation Equipment, Black & McDonald, Blackhawk Combustionering, Bot Construction Limited, Bulk Transfer Systems Inc, Canadian Asphalt Industries Inc., Canadian Equipment Finance, CBM Aggregates, Cooper Trench Safety, CWB Financial Group, D Crupi & Sons Limited, Engtec Consulting Inc., FLO Components Ltd., Forest Paving Ltd., HMA Equipment Company of Canada, M & L Testing, McAsphalt Industries Limited, Nortrax, Petrela Winter & Associates, Platform Insurance, Powell (Richmond Hill) Contracting Ltd., Road Science, Roadtec Inc., Roto-Mill Inc., Sherrard Kuzz LLP, Steed & Evans, Tread Technologies Inc., The Guarantee Company of North America, The Miller Group, Toromont CAT, Trisura Guarantee Insurance Company, Troxler Canada, Wajax, Wells Fargo Equipment Finance, Western Surety Company, Yellowline Asphalt Products Ltd.

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