

ROAD **Builder**

VOLUME 17, ISSUE 1

The quarterly publication of Ontario Road Builders' Association



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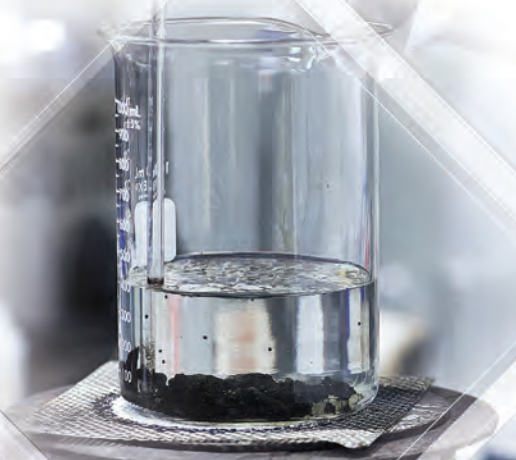


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The quarterly publication of Ontario Road Builders' Association



ROADBuilder is published quarterly for: The Ontario Road Builders' Association
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Mississauga, ON L4Z 1Z5
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www.orba.org

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mediaedgepublishing.com

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

IT'S VIRTUALLY OVER



BRYAN HOCKING
Chief Executive Officer

Welcome to the ORBA *ROADBuilder* magazine of 2021, a year that I'm sure we all hope will be markedly better than the last. The good news is we are already seeing developments that bode well for our industry and the world at large, but ongoing progress depends on all of us remaining safe, connected and resilient.

It is important to focus on the "wins" in times, and I'm proud to say that our industry has its own to share. The last 12 months have demonstrated that the road building community is more than equipped to adapt to the challenges in its path. ORBA members have gone above and beyond to implement new and enhanced health and safety measures that have kept our workers and partners safe on the jobsite and within their wherever they may be. We have also shown our ability to get the job done under extraordinary circumstances.

ORBA has done its share of adapting. This year, circumstances made it impossible to carry out our annual in-person Convention and AGM, an event that plays an invaluable role in bringing ORBA members, partners and public sector allies together. We recognized that while conditions were not safe to hold this event at our regular location in Toronto during 2021, industry networking and connection were still critical – if not more so. In response,

we designed and hosted the Association's very Virtual Summit over four days, from January 27 to 28 and February 3 to 4.

I'll be the to say that taking the ORBA Convention and AGM online was a challenge. As always, our staff and volunteers rose above expectations. While we could not invite everyone to the Royal York Hotel for a physical event, we did host over 572 guests for four days of engaging presentations and events that provided critical insights, updates and networking opportunities for everyone that attended.

Fortunately, we were also able to stream time-honoured traditions, such as welcoming our newest inductee to the ORBA Hall of Fame, Everett McIntyre; showcasing the people bidding farewell to outgoing President James McVeety; introducing our new President Rocky Coco; and highlighting some of the projects and innovations that stood out over the past year. If you haven't already done so, I also encourage you to watch *Ontario Road Builders: A Story of True Grit and Determination*, an account of industry leaders that we streamed live during the event. This and other Summit videos can be found on ORBA's YouTube channel.

There are many people to thank for the success of the Summit. We were honoured to receive messages from Premier Doug Ford, Toronto Mayor

John Tory and AMO President Graydon Smith, the Mayor of Bracebridge. We were also pleased to have Steve Paikin, of TVO's *The Agenda*, host a very informative one-on-one conversation with our Transportation Minister, the Hon. Caroline Mulroney. During Municipal Week, we had presentations from municipalities from all over Ontario. During Transportation & Infrastructure Week, we had presentations by MTO, Metrolinx and Infrastructure Ontario. All provided much-needed updates on current and future projects. Of course, my deep appreciation also goes out to ORBA's Summit Planning Committee, helmed by Rocky Coco, ORBA Vice-President at the time, and comprised of a dozen industry volunteers and partners who toiled long and hard for almost months to make it all happen. Last but not least, we thank all of our great sponsors. It would not have happened without their support.

Finally, everyone at ORBA extends a big thanks to everyone who joined us for the Summit. We know it was different from what you may be used to, but your active participation and positive feedback were very welcome.

The year 2020 has seen many road building leaders step up to the plate. That includes James McVeety, who showed a consistent commitment to helping ORBA get in front of key decision makers and navigate

members through the obstacles of a global pandemic. I'm sure he never expected to contend with something like COVID-19 when he was elected as ORBA's President back in February 2019, but he went well above and beyond the call of duty. I am very encouraged to now see Rocky Coco picking up where James left off, and I have full confidence that he will bring the same level of expertise, dedication and leadership to the role of President of the Association in 2021.

And surely, Rocky has his work cut out for him. As he aptly stated in his Virtual Summit remarks, ORBA's role in the pandemic is far from over. The year 2021 will require a renewed focus on ensuring municipal capital programs remain intact and therefore that our members remain active in supplying their services to the many municipalities across the province.

ORBA is also continuing to push for updated contract language that will provide relief and protect members against any losses incurred directly

as a result of COVID-19, all of which are completely beyond their control. Our intent is not to make money from the pandemic, but to ensure that our contractors do not come out on the losing end with increased costs and work disruptions brought about by the pandemic. Recent presentations from the MTO to ORBA indicate this message is being heard, but we have yet to see the new contract language one full year into the crisis. Rest assured, we will not let this issue fall off the radar.

This brings me to the subject of our members and your all-important support. Membership fees have always played an integral role in allowing ORBA to continue our efforts to be a strong and respected voice on behalf of our members at both the provincial and municipal levels, as well as with Metrolinx and Infrastructure Ontario. However, as our world changed dramatically upon the arrival of COVID-19 in 2020, most of our events, including our very popular Annual Conven-

tion, have had to be cancelled or moved to a virtual format, and thus our revenues from these sources in 2021 will be vastly reduced. Therefore, we cannot impress upon you enough how important it is that your continued support be there for your Association this year.

Overall, I am optimistic that there are clearer skies ahead. I so look forward to the day when ORBA can announce its next in-person social event, such as the Annual Conference, the Members Golf Tournament, or any other industry get-together. We are all anxious to turn off the web cameras, get out of the office, leave our basements and dining room tables behind, and shake hands with the people we've only seen virtually for the past year. It's been a long, gruelling year, but I am confident that good days lie ahead. Things are now heading in a better direction.

Please stay safe out there, everyone!

Bryan Hocking



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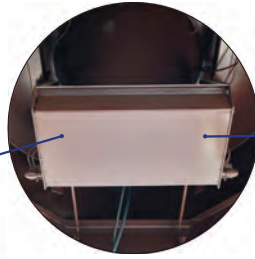


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By **ANDREW HURD**
Director, Policy and
Stakeholder Relations

AROUND QUEEN'S PARK

The pandemic introduced a raft of new challenges to the industry, including our advocacy on your behalf. These challenges range from the serious, including new safety protocols and working conditions for the dedicated women and men on the industry's frontlines, to more trivial of "workspace" and "haircut" for those of us working from home. Through it all, ORBA members have consistently gone above and beyond to keep people safe and employed. We're all pleased to see that construction workers are now included in Ontario's Phase 2 vaccination plan, which means that workers will be eligible to receive the vaccine starting May 10. We also have a number of members participating in the government's workplace testing program.

GOVERNMENT BUDGETS

The provincial budget that was tabled on March 24 included prov-

incial highways funding of \$2.6 billion and transit funding of \$5.6 billion. The total projected amount for highway rehabilitation and expansion will track closer to \$2.3 billion once design, ferries and remote airports costs are factored in. The budget also announced almost \$1 billion in support to municipalities, including \$500 million for municipal operating budgets announced earlier in March. Our ORBA budget submission this year focused heavily on this crucial issue. The province's early March announcement came at a time when municipalities were finalizing their 2021 budgets, so it was both timely and great to see Ontario moving forward without waiting for federal support.

In advance of the federal budget on April 19, the federal government introduced Bill C-25 on March 25, which, if passed, will effectively double the gas tax funding to an additional, one-time amount of

\$2.2 billion to municipalities. There is always more to be done, but the City of Toronto sent a strong signal of renewed confidence by announcing a \$1 billion capital infrastructure program for 2021 on March 29.

PIPELINE TRANSPARENCY

ORBA provided the Ministry of Transportation (MTO) with a submission in November that outlined a number of needed transparency enhancements to the Ministry's capital pipeline. We have long advocated for the need for increased industry transparency in the transparency and quality of Ministry infrastructure projections. In response, MTO indicated they will be making a number of changes to enhance the line of sight. The Ministry's Highway Program Online Tool will be the focal point for upcoming projects going forward, offering a multi-year outlook. Following our input, project lists will eventually display projected

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The Ministry's Highway Program Online Tool will be the focal point for upcoming projects, offering a multi-year outlook. Following our input, project lists will eventually display a projected contract model, monetary value tranche and basic timing considerations.

a contract model, monetary value tranche and basic timing considerations. The Online Tool will now be updated on a biannual basis, as opposed to annually when it was presented to us.

The Ministry has also agreed to provide ORBA with information on a year basis. Previously, aggregate tender information was provided to us on a calendar year basis but subject to the government's year budget. This is a small but important change that should help with our tender tracking, giving us a better apples-to-apples view of projections versus actuals. We will continue to work with the Ministry towards further improvements that will help the Online Tool reach its full potential as a useful tool for contractors.

PANDEMIC CONTRACT LANGUAGE

Earlier this year, the Contracts and Documents Committee submitted a detailed package of recommendations regarding MTO's proposed pandemic contract language. Our recommendations are based on contract conditions introduced by Metrolinx and Infrastructure Ontario and emphasize the need for a consistent approach across

government ministries and agencies. Discussions to date have been undertaken in a positive spirit and we look forward to further engagement soon with the Ministry on this important issue.

OPSS 127 RATES

The OPSS 127 Rates were published on January 19, 2021 after a two-and-a-half-year hiatus and feature a new calculation formula. After extensive discussions between ORBA and MTO, the past practice of reviewing one-third of the rates each year is back on track. The "second-third" of reviewed rates is targeted for publication this spring, with the "last-third" scheduled for April 2022.

BILL 238 – ENSURING WSIB FAIRNESS FOR EMPLOYERS

On April 14, Bill 238, the *Workplace Safety and Insurance Amendment Act, 2021*, was enacted by the provincial government. As in previous legislation, the WSIB sets its earnings ceiling at 175 per cent of the Average Industrial Wage. However, the pandemic removed many lower wage jobs from the equation, with the result that the Average Industrial Wage ceiling was set to increase by 7.8 per

cent this year, potentially increasing costs for construction by an additional \$50 million. Bill 238 sets this year's ceiling at a more manageable two per cent increase at a time when industry margins are tight. After raising this issue with the WSIB and the Ministry of Labour, ORBA and our industry partners were pleased to see this swift action taken by the provincial government.

2021 ROAD SAFETY LEGISLATION

On April 26, Bill 282, *Moving Ontarians More Safely Act, 2021* was introduced. This proposed legislation includes a raft of changes to crack down on street racing/stunt driving, certainly welcome news. Of further importance to our members, it would allow an exemption under the *Highway Act* for construction vehicles reversing on highways and explicitly permit the use of automated assistance devices. We had been in talks with MTO about including a provision governing the safe passing of snowplows. We intend to support the Ministry's efforts over the summer to increase stakeholder awareness, with an eye to this important item being introduced in fall 2021. ■

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ROCKY COCO

ROCKY COCO SETTLES IN AS ORBA PRESIDENT

By **MATTHEW BRADFORD**

These are trying times for the road building community, but Rock-Anthony (“Rocky”) Coco isn’t one to shy away from a challenge. In addition to steering Coco Paving through the pandemic as its president, the construction veteran has added ORBA president to his many industry roles.

Coco’s inauguration took place on January 28, 2021 during ORBA’s Virtual Summit *Forging the Roadway Ahead*. The torch was passed on by James McVeety, Director of Design & Construction, Alternative Project Delivery at The Miller Group, who held the presidential title since February 2020.

“The Association and the industry did not miss a beat under McVeety’s leadership as we navigated through uncharted territory in 2020,” Coco said during his address. “Despite the incredible challenges that we faced, we have made great strides in continuing to serve as a voice for the road building industry, promoting excellence in every sector of Ontario’s transportation infrastructure.... We have well demonstrated our nimbleness in the face of adversity, and I believe we can overcome the industry challenges that lie ahead.”

Coco brings a wealth of construction industry experience to his new role. He was born in Windsor, Ontario, to parents Guglielmo (Bill) and Nina, who both immigrated to Canada in 1950s. In 1964, they founded their own construction company focusing on curbs, gutters, sidewalks and concrete pavements.

Growing up, Coco spent much of his summers and weekends working in the family business. When the company bought its asphalt plant and adopted the name Coco Paving in 1984, he became its employee. In 1987, he graduated from the University of Windsor with a degree in civil engineering, and in 1991 became a licensed engineer. From the ‘80s onward, both Coco and his sister Jenny, also a University of Windsor graduate, grew their roles within the company, with Rocky Coco eventually assuming the title of president and Jenny becoming CEO.

The siblings spearheaded multiple expansions and acquisitions. This included early expansions of the company’s heavy construction division, the acquisition of a precast concrete pipe plant in Michigan in 1998, and the purchase of Lafarge’s Ontario and Quebec Heavy Construction and Paving Division in 2009. From 2004 onwards, Coco also led the tendering and successful completion of all of the company’s MTO projects in Southwestern Ontario on Highway 402 and Highway 401, encompassing over 50 kilometres of highway infrastructure. In 2012, his son Anthony joined the company, which continued to expand its footprint.

Today, Coco Group encompasses over 34 asphalt plants and 19 regional throughout the country. “I am truly blessed to have been afforded such a wonderful career, which has provided me with the opportunity to meet so many great people along the way,” said Coco during the 2021 Virtual ORBA Summit. “To all the

great Coco employees, I cannot thank you enough for all your hard work and dedication. I would be remiss not to thank my sister Jenny who is Coco’s CEO, as together I think we make a most formidable team. I could not have asked for a better partner.”

INDUSTRY STEWARDSHIP

In 2015, Coco joined the ORBA Board of Directors and went on to serve on various committees, including its Audit Committee, Contracts and Documents Committee, and Highway Maintenance Committee. Shortly thereafter, he joined its executive team with the intention to transition into the big chair.

In his address at ORBA’s Virtual Summit, Coco elaborated on his immediate priorities as ORBA’s new president. “Our focus must be concentrated on the senior level of government infrastructure budgets not falling victim to COVID-19 for the year 2021 and beyond,” he stated. “I will work with our members and stakeholders to ensure our federal and provincial partners continue to provide contractors with a consistent, predictable and transparent funding model. Lack of consistent funding precipitates lay-offs and reduces capital expenditures in a time when we need to invest and grow our economy. Having proven that every dollar spent on infrastructure has a multiple return on investment, the construction industry is a principal catalyst of the economy.”

Coco hopes to strengthen ORBA’s ties with all levels of government to collaborate on policies and

“The thing that makes me so proud is how resilient ORBA members have been over the past year. This public health crisis has really shown how well we adapt. We had no blueprint, we had no guidebook, but we navigated our way through it while continuing to keep our workers safe and serve Ontarians”

— Rocky Coco, ORBA President

practices that will ensure infrastructure investment can be achieved through streamlined processes, while promoting accessibility and ensuring environmental sustainability. As for bolstering ORBA’s voice in the industry, Coco aims to keep the association front and centre at the decision-making table. “I am hopeful that ORBA can continue to promote the importance of our industry back to pre-COVID levels, where we can once again network with key stakeholders and address our membership’s needs in the live setting,” he said.

It may be a tricky road ahead, but Coco is looking forward to the opportunities that are unfolding. It helps that he is working with a range of leaders within ORBA’s membership and the road building industry, all of whom have demonstrated the skill and willingness needed to overcome current challenges. “The thing that makes me most proud is how resilient ORBA members have been over the past year,” says Coco. “This public health crisis has really shown how well we adapt. We had no blueprint, we had no guidebook, but we navigated our way through it while continuing to keep our workers safe and serve Ontarians.”

Coco adds that he is proud to step into the role of president and continue the good work done by the many industry leaders that came before him: “When I look at the wall of pictures that are sitting in the ORBA boardroom and see all the presidents that preceded me, it’s an honour to add my name to that group.” ■

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ORBA'S 2021 VIRTUAL SUMMIT

FORGING THE ROADWAY AHEAD

For the first time in 94 years, the Ontario Road Builders' Association's annual convention was hosted as a Virtual Summit. The COVID-19 pandemic did change the nearly century-long tradition of an in-person convention. However, as ORBA CEO Bryan Hocking aptly stated in his Summit welcome on January 27, "The theme of our 2020 Convention was *Staying Ahead of the Curve*. Who knew that *Staying Ahead of the Curve* would become a common household phrase in just a few short months? Our Virtual Summit breaks with tradition. Nevertheless, this virtual event still offers a space, wherever you may be, where the best minds in the industry deliver crucial information about the year ahead for Ontario's transportation and infrastructure industry and its many stakeholders."

The Virtual Summit brought together 572 members and stakeholders over the course of four days, January 27 and 28 and February 3 and 4, 2021.

Even though there were no photo ops featuring the backdrop of the beautiful and history Fairmont Royal York Hotel, the following pages feature highlights of the ORBA 2021 Virtual Summit - *Forging the Roadway Ahead*.

We owe the success of the Virtual Summit to our attendees, generous sponsors and the 2021 ORBA Virtual Summit Planning Committee. Thank you!

Presentations are available on ORBA's website at <https://orba.org/summit/>.



The **ORBA 2021 VIRTUAL SUMMIT LOBBY** offered attendees the opportunity to network virtually with sponsors in the Sponsor Hall.



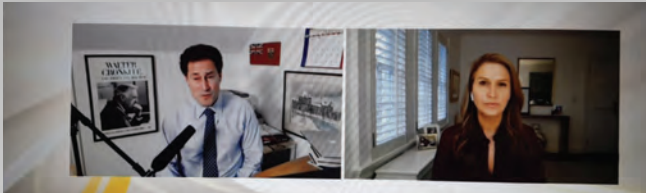
Keynote presenter and futurist **JIM HARRIS** offered his insights into the permanent changes the pandemic will bring to road builders and how they can thrive moving forward in his presentation *Time of Tremendous Transformation 2.0* on January 27.



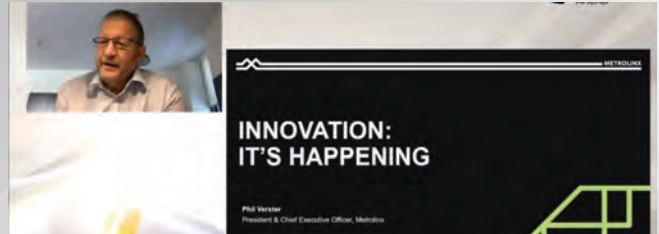
The **HON. DOUG FORD, PREMIER OF ONTARIO**, addressed attendees with the opening greeting on January 27.



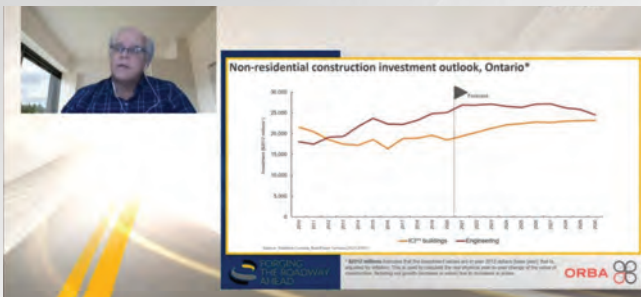
ONTARIO MUNICIPAL REPORTS CONCURRENT SESSIONS featured 13 presentations from Ontario's North Eastern, North Western, South Western, Eastern and GTHA regions on January 27. Photographed here is **CARINA DUCLOS**, P.Eng., Director, Infrastructure Services Planning, Infrastructure and Economic Development, who presented for the City of Ottawa.



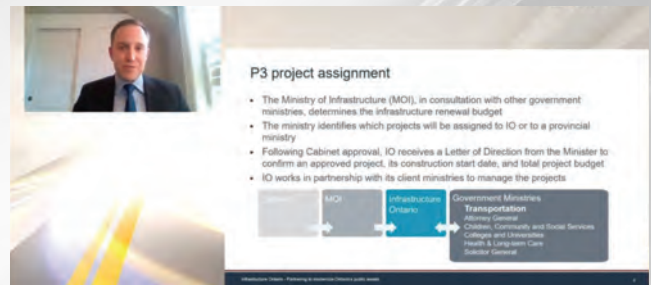
Ontario Minister of Transportation the **HON. CAROLINE MULRONEY** shared a candid, unrehearsed conversation with author, journalist and producer **STEVE PAIKIN** about the crucial role Ontario's transportation infrastructure plays in the economic success of the country throughout the COVID-19 pandemic on February 3.



PHIL VERSTER, President & CEO of Metrolinx, spoke on innovation in Metrolinx's COVID-19 response, construction technology, de-risking construction, and the importance of being a trusted business partner on February 3.




BOB COLLINS, Senior Economist for BuildForce Canada, provided updates on the Ontario 2021 construction and maintenance labour market on February 3.



Infrastructure Ontario's President and CEO **MICHAEL LINDSAY** discussed IO's role as a Crown agency in delivering Ontario's major projects, including highways, bridges, transit and more, during his presentation on February 3.

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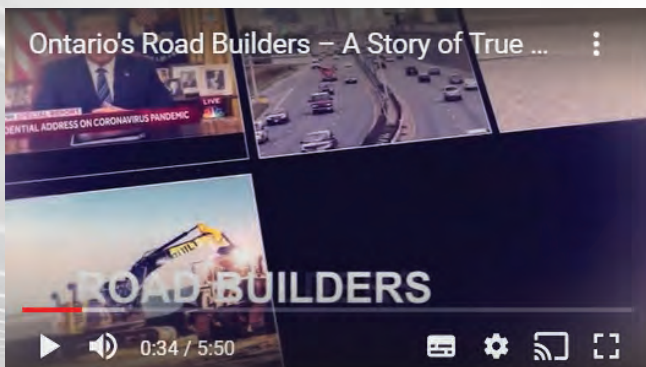
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JENNIFER GRAHAM-HARKNESS, Assistant Deputy Minister, Transportation Infrastructure Management Division, MTO; **MICHELLE PASQUA**, Director of Asset Management Branch in the Transportation Infrastructure Management (TIM) Division, MTO; **NEIL ZOHORSKY**, Director, Capital Program Delivery Branch, Transportation Infrastructure Management Division, MTO; and **TONY TUINSTRA**, Director, Standards & Specifications, Transportation Infrastructure Management Division, MTO, provided updates on Capital Program Delivery, Design & Engineering, Asset Management and Standards & Specifications on February 3.



ONTARIO'S ROAD BUILDERS – A STORY OF TRUE GRIT & DETERMINATION

This presentation took place during the Closing Ceremony of the Summit on February 4 and featured the story of how over the decades Ontario's road builders have kept Ontario moving. This was shown through a collage of interesting, meaningful and humorous clips depicting people and personalities from across our great industry. This video can be viewed on ORBA's YouTube Channel at <https://www.youtube.com/channel/UCWH4fQu3XKT-lhn9faeEldQ>.

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CELEBRATING AN INDUSTRY LEADER **EVERETT MCINTYRE** JOINS ORBA HALL OF FAME

By **MATTHEW BRADFORD**

Few individuals have left their impression on the road building industry like Everett McIntyre. Since entering the industry in the 1950s, the industry veteran has made his mark on highways, roads, dams and bridges across Ontario and beyond Canada’s borders. This year, ORBA proudly added another milestone to McIntyre’s successful career with

an invitation to join its ORBA Road Building Hall of Fame.

“I have to say, it feels really good to be included,” says McIntyre. “You never think something like this will happen to you, and when it does, it’s still a shock. It took a couple of weeks for the swelling in my head to come down so I could put my hat back on!”

Like many of his long-time road building peers, McIntyre cultivated a strong work ethic as a young worker on his family farm. In 1959, he parlayed those home-grown skills into a job with Armbro Construction under the supervision of owners Ted and Elgin Armstrong.

“That’s when I met Everett,” recalls John Beck, Chairman of the

Everett McIntyre cultivated his strong work ethic growing up on his family’s farm, pictured here.



Aecon Group. “Even back then, he was one of those guys who was always positive, always open-minded, and very approachable. I remember him also being the best example of the work ethic that existed at Armbro at that time.”

In the years and decades that followed, McIntyre continued to build his skills and reputation as the company itself underwent several transformations to become Aecon Construction. Comments Ted Arscott, Executive Chairman of Roto-Mill Inc., “I remember [as] a teenager driving around Armbro construction sites with my grandfather and hearing all these great things about this ‘Mr. Everett McIntyre.’ Eventually, they put me on a job where Everett was the superintendent and I saw how much people liked and respected him.”

LEAVING HIS MARK


McIntyre’s legacy is etched in projects throughout Ontario. From his early work on Toronto’s Finch Dam to his leadership on the Highway 410 jobs and projects up and down 404 and 401, McIntyre’s resume spans far and wide. “I don’t know anybody who’s built more miles of road in Ontario than Everett,” says Art Van Camp, retired Executive Vice President of Nortrax, 2018 ORBA Hall of Fame honouree, and long-time friend. “He can’t drive any more than 20 kilometres without saying, ‘Hey, we built that intersection’ or ‘I cut that in there.’” He was also a stickler for innovation, Van Camp adds. “If he saw something interesting going on at the side of the road, he’d have to stop, pull over, and ask the crews all about it.”

Notably, McIntyre was assigned to lead all the grading work along Ontario’s Highway 407, one of Canada’s largest highway projects ever to take shape. “That was a big job that we completed on time and budget largely thanks to Everett’s leadership,” recalls Jim Hurst, Vice President and Partner with Steed and Evans Limited, and a former assistant to McIntyre from 1994 to 1998. “That project was special to me because I got to work right beside him and learn a lot.”

McIntyre’s reputation extends beyond Canada’s borders. Throughout the years, his leadership and eye for innovation have made him the go-to Aecon representative on several international projects. “Because of the respect and trust we have for Everett, we always felt sending him overseas to manage a challenge or task, and he would prove us right,” recalls Beck. “We respected his judgment, knowledge and perspective, so he

was the guy we sent over and over throughout the years.”

McIntyre’s trademark work ethic continues to impress today. Speaking to his jobsite philosophy after 60 years in the business, he tells *ORBA ROADBuilder*, “I was never a guy to take any shortcuts. I only wanted to do a job once and to do it right. I always found out if you did it that way, you usually made more money, and the project lasted a lot longer.”



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While he may be retired, Everett McIntyre continues to work hard on his extensive cattle farm, pictured here, and plays an active role on Aecon sites.



Everett McIntyre surrounded by his wife, children and grandchildren.

WAY WITH WORDS

Ask any of McIntyre's colleagues what they admire about his leadership style, and most will say it is his way with words on and off the jobsite. When decisions need to be made or people need convincing, he can always be relied upon to get things moving. "He's a school-of-life guy; he knew how to push a project and he didn't take no for an answer," Hurst says. "If we needed to get across that road and someone from the local hydro company said they couldn't move a pole until next month, he always found a way to make it happen, even if it meant calling the mayor and speaking to him directly. He had a way to get his point across to whoever he was speaking to, and everyone respected what he had to say."

McIntyre's persuasive nature is matched by his skills as a mentor.

Like many in the industry, Ted Arcscott recalls learning the ins and outs of the business under McIntyre's leadership, noting, "He was always giving younger workers opportunities to learn something new. I remember running the packer on one of his sites when he asked if I knew how to operate a bulldozer. I said 'No,' so he brought someone to train with me for half a day. After that, I spent the rest of the summer on a bulldozer while McIntyre gave another kid the chance to learn the packer."

"As I became older in life, I understood that he enjoyed seeing young people - or anybody - really move up in life to learn a new experience or piece of equipment," Arcscott adds. "And over the years, as I started to get to know more construction people, I learned a lot of them had that same experience with Everett."

Not Beck, "He was always giving back to people, teaching them, and bringing them to their full potential. It's not just that his people skills are outstanding; it's that he's genuinely a warm and approachable human being."

That's because McIntyre believed in building people as much as he did roads. Asked to reflect on what he has valued most after decades of work, he responds: "The most important lesson you learn daily is that you need to get along with people. As you hire people and work with people, you figure out which ones are the best, and those are the ones you promote and go with all the time. I always said I want people that'll kill for me, not kill me."

McIntyre's warmth and sense of humour have been enjoyed by many. From countless ORBA conferences to international meetings, and jobsite talks to after-hours socials, those who have had the pleasure of getting to know him have no shortage of stories to tell.

And there are more to come. Now in his 80s, McIntyre continues to enjoy working on his farm and playing an active role on Aecon sites, with no immediate plans to hang up his boots. "I never was the guy to sit around, so I don't know what kind of a problem that would create for me if I retired," he notes. "I'm fortunate to be in good health, so I'm going to keep going for as long as I can handle it." ■

ORBA's Hall of Fame launched in 2006 to recognize the leaders, innovators and trailblazers of the road building industry. To view the full list of ORBA Hall of Fame members, visit orba.org/awards/hall-of-fame/hall-of-fame-inductees/.



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ORBA'S 2020 AWARD WINNERS

Since its inception, ORBA has recognized those in the industry who go beyond the call of duty. Even with the COVID-19 pandemic, ORBA members persevered, and their company and individual efforts did not go unnoticed. The award winners on these pages demonstrate exemplary dedication and service to the association and road building industry in Ontario.

The following award recipients were announced at the 2021 ORBA Summit: *Forging the Roadway Ahead*. They were presented their awards virtually during the ORBA Annual General Meeting on Thursday, January 28, 2021.

All award video presentations can be viewed on ORBA's Awards YouTube Channel:
<https://www.youtube.com/channel/UCWH4fQu3XKT-lhn9faeEldQ>.

ORBA HONOURS

ROUTLY SAFETY AWARDS

ORBA is dedicated to promoting the highest standards of health and safety and to the goal of an accident- and injury-free workplace in the three categories. Our Occupational Health and Safety Committee supports members in their efforts to protect workers and the public. Through the committee, ORBA advocates for safe work practices, monitors development in workplace safety policy, identifies emerging issues in health and safety program management,

and ensures that ORBA is a strong voice in discussions with safety regulators, safety associations and the WSIB.



Congratulations Main Safety Award Category I award recipient **Associated Paving & Materials Ltd.** for having the greatest number of consecutive person-hours without a lost-time injury for three consecutive years. This

award is for contractors that have worked 100,000 average person hours or less without a lost-time injury for three consecutive years.



Congratulations Main Safety Award Category II award recipient **Duncor Enterprises Inc.** This award is for contractors that have worked more than 100,000 average person hours without a lost time injury for three consecutive years.

ONTARIO ROAD BUILDING HALL OF FAME 2021 INDUCTEE

The Hall of Fame designation is ORBA's highest honour, and ORBA is proud to have inducted **Everett McIntyre**, Special Projects Senior Advisor, Aecon Group, on the final day of the Virtual Summit on February 4, 2021.

A veteran of the industry, McIntyre's career spans over six decades. He has made his mark on highways, roads, dams and bridges across Ontario and the globe. Known for his humour, warmth, leadership style and not taking no for an answer, McIntyre has inspired generations of industry leaders and continues to be a mentor to many people entering the field. Read more about **Everett McIntyre** on page 26.



Everett McIntyre



ORBA DIRECTOR OF THE YEAR AWARD

The ORBA Director of the Year Award recognizes an individual who has contributed significantly to the objectives of the Association during the past year through leadership, and volunteering of time and resources through ORBA committees and special projects.

The recipient for the 2020 award is **James McVeety, The Miller Group**. Thank you for your leadership and guidance and for supporting the industry as a whole through the COVID-19 pandemic.

ORBA COMMUNITY LEADERSHIP AWARD

Established in 2015, this award recognizes an ORBA member company, or an individual employed by an ORBA member company, for selflessly undertaking philanthropic activities or providing community service for the betterment of their community and the world around them.

Congratulations to the two 2020 award recipients: **Powell Contracting Ltd.** and **Tomlinson Group**.



ORBA DISTINGUISHED SERVICE AWARD

Established in 2004, this award recognizes a representative from a member company who has contributed significantly to the objectives of the Association during the past year, through volunteering of time and resources and through the leadership shown in achieving those objectives.

Congratulations to the 2020 award recipient: **Richard King, Owen King Limited**. Thank you for your service, dedication and leadership as member of ORBA's Structures/Concrete Committee for over four decades.



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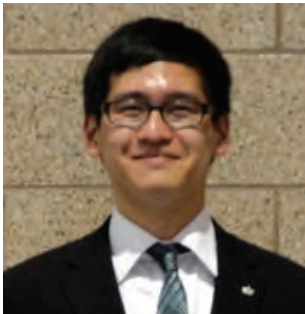
**ORBA TRANSPORTATION
INFRASTRUCTURE INNOVATION AWARD**

Established in 2015, this award recognizes innovative techniques and methods, applied on actual projects or in activities or processes, performed by an ORBA member company, which improve the quality and/or reduce the cost of construction.

Congratulations to the 2020 award recipient: **Kiewit Corporation** and **BAUER Foundations Canada Inc.**



ORBA SCHOLARSHIPS



**J.D. CHICK UNIVERSITY
SCHOLARSHIP**

Awarded to a student entering their final year in the Civil Engineering discipline at an Ontario university.

Congratulations:
Daniel Qi,
University of Waterloo,
Civil Engineering.



**JOE BUNTING COLLEGE
SCHOLARSHIP**

Awarded to a student entering their final year of a Civil Engineering Technology/Technician program at an Ontario College.

Congratulations:
Dayna Musclow,
Algonquin College, Civil
Engineering Technology.



**ORBA COLLEGE CIVIL
ENGINEERING TECHNOLOGY
SCHOLARSHIP**

Awarded to a student entering their first year of a Civil Engineering Technology/Technician program at an Ontario College.

Congratulations:
Joshua Schmidt,
St. Lawrence College, Civil
Engineering Technology.



**ORBA UNIVERSITY
CIVIL ENGINEERING
TECHNOLOGY SCHOLARSHIP**

Awarded to a student entering their first year of the Civil Engineering discipline at an Ontario university.

Congratulations:
Ruth Meyer,
University of Waterloo,
Civil Engineering.

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OAPC AWARDS: PEOPLE MAKING A DIFFERENCE ONE ROAD AT A TIME

The Ontario Asphalt Pavement Council is dedicated to excellence in asphalt paving. The Council recognizes and honours individuals within the industry who exemplify excellence through their work and volunteer efforts.

2020 HONORARY LIFE MEMBERSHIP AWARD



The Honorary Life Membership Award recognizes members for their dedication to advancing the objectives of the Ontario Asphalt Pavement Council (OAPC) and who have performed notable service to the OAPC.

The 2020 honour was awarded to **Paul Lum, Technical Director, Colas Inc.** Lum was the 2008 president of the Ontario Hot Mix Producers Association, predecessor of the OAPC. He is also the first, and only, two-time recipient of the Earl Kee Volunteer of the Year Award, winning the award as the inaugural recipient in 1999 and again in 2003. In 2009 he was the recipient of the King Beamish Excellence Award.

2020 KING BEAMISH EXCELLENCE AWARD



The King Beamish Excellence Award recognizes an OAPC member who has made an exemplary voluntary contribution to the works of the Council over a period of time and has demonstrated qualities that exemplify leadership, motivation and inspiration related to participation in the Council.

The 2020 honour was awarded to **Mike Deckert, Senior Vice President, FLO Components Ltd.** Deckert is also the 2013 recipient of the Earl Kee Volunteer of the Year Award. He has served tirelessly as chair of OAPC's Plant and Paving Committee since 2010. Under his leadership, OAPC has greatly expanded the reach of the Trillium Award program with the goal of having all member plants Trillium-awarded in 2021.



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2020 JOE BUNTING MENTORSHIP AWARD



The Joe Bunting Mentorship Award was established to recognize the importance of mentorship to our industry community. This award honours Joe Bunting, 2007 OHMPA president, who passed away in 2011, and recognizes people in our industry that take the time to teach, inspire and encourage tomorrow's leaders of our industry.

The 2020 honour was awarded to **Domenic Passalacqua, General Manager of D. Crupi & Sons Limited**. Passalacqua joined the OAPC Plant and Paving Committee in 2015. Over his 30-plus year career, he has mentored numerous people in asphalt plant operations who have gone on to become industry leaders.

2020 EARL KEE VOLUNTEER OF THE YEAR AWARD



The Earl Kee Volunteer of the Year Award recognizes an OAPC member who has made an exemplary voluntary contribution to the works of the Council in the past year and has made a significant contribution to the development or progress of the Council's objectives.

The 2020 honour was awarded to **Pavel Kriz, Americas Asphalt Technical Leader for ExxonMobil**. Kriz served as an OAPC director in 2018 and was instrumental in developing the OAPC/Imperial Oil Asphalt Technical Symposium (ATS), which first met on June 17, 2019, bringing together asphalt industry experts with diverse perspectives from across North America to work together to develop solutions to achieve the common goal of producing quality asphalt pavements. From the ATS, the Ontario Expert Task Group has been established.

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MINISTRY OF TRANSPORTATION OF ONTARIO AWARDS

MTO 2020 PAVER OF THE YEAR AWARD

The MTO Paver of the Year Award recognizes one provincial winner and three provincial finalists for excellence in hot mix paving. Projects are judged on a number of criteria such as smoothness, night paving, completion, workmanship and mix quality. The award was presented virtually by Deputy Minister of Transportation Laurie LeBlanc to **J&P Leveque Bros. Haulage Limited**.



Award presented by Deputy Minister of Transportation, Laurie LeBlanc on February 3, 2021.

J&P LEVEQUE BROS. HAULAGE LIMITED, CONTRACT 2019-5037, NORTHEAST REGION

For their work on: 0.1 km North of Island Lake Rd to Hwy 11, Unnamed Creek Culvert 3.1 km South of Hwy 575 and Hwy 539A at Poor Man Creek Culvert

Finalists:

- Dufferin Construction Company, Contract 2019-3077, West Region
Garden Ave to 875m west of Jerseyville Road and Fairchild Creek Bridges (Site 1-192/1, Site 1-192/2)
- Graham Bros. Construction Limited, Contract 2018-2012, Central Region
From 980m south of Eglinton Ave to 700m east of Tomken Road
- Coco Paving Inc., Contract 2019-4038, East Region
3km west of Joyceville Road Interchange (I/C 632) easterly 1.5km To Highway 2 (I/C 648)

MTO 2020 CONCRETE CONTRACT OF THE YEAR AWARD

Established in 2016, the MTO Concrete of the Year Award recognizes one provincial winner and finalists for excellence in all aspects of concrete work. Projects are rated on material quality, aesthetics and workmanship for production and placement of pre-cast and cast-in-place concrete, as well as concrete removal operations. The award was presented virtually by Deputy Minister of Transportation Laurie LeBlanc to **Brennan Paving & Construction Ltd.**



Award presented by Deputy Minister of Transportation, Laurie LeBlanc on February 3, 2021.

BRENNAN PAVING & CONSTRUCTION LTD., CONTRACT 2017-2045, CENTRAL REGION

Concrete Supply: Miller Concrete Aurora Plant

For their work from Major Mackenzie Drive northerly to 1.7 km north of Stouffville Road; Site No. 37-279; Site No. 37-1214/C; Site 37-1562/C; and Site No. 37-1215/C

Finalists:

- Aecon Construction and Materials Limited, Contract 2019-4098, East Region
County Road 3 Overpasses at Highway 417, Site No. 27X-0212/B1 and Site No. 27X-0212/B2 and Highway 417 from Limoges Road Road 30) – 35km
- Facca Inc., Contract 2017-3027, West Region
Ojibway Parkway overpass structures – from 0.20km west of Ojibway Parkway easterly to 0.40km east of Ojibway Parkway

DIGGING INTO EXCESS SOIL REGULATIONS

UPDATE ON THE PHASED-IN PROCESS

January 1, 2021, marked the arrival of new excess soil regulations from the Ontario Ministry of the Environment, Conservation and Parks (MECP). Called On-Site and Excess Soil Management, the regulation introduces changes to rules surrounding the reuse of soil generated during construction for other projects in the province.

On-Site and Excess Soil Management was introduced in December 2019 with the goal of diverting quality soil from and promoting its reuse for purposes. To that end, the regulation all excess soil as waste by default until conditions are met and imposes restrictions on the quality of material that

The regulation outlines four requirements that must be met when handling excess soil:

- **Registry:** Source sites will be required to register their excess soil with a system that is still in development by the MECP. This registry will serve as an information repository for the movement of excess soil.

- **Planning documentation for the source site:** Source sites must prepare planning documentation prior to the removal of soil from the source site. This documentation includes an Assessment of Past Uses, Sampling and Analysis Plan, Soil Characterization Report, and Excess Soil Destination Report.

- **Tracking:** Excess soil source sites must implement a tracking system prior to soil movement to document the movement of each load from the source site to the reuse site. This system must include information but may be paper or electronic.

- **Record keeping:** Both the source site and reuse site must retain all excess soil movement records for at least seven years.

In addition to these requirements, the regulation also holds reuse sites responsible for inspecting every load of soil that comes into their site. Concerning reuse standards, the Ministry has yet to provide full clarity on the standards for placing soil below the natural water table.

As Ashlee Zelek, Director of Environment and Education with the Ontario Stone, Sand and Gravel Association (OSSGA), explains: “The generic excess soil reuse standards were developed using the same model that was used to develop the standards presented in Soil, Ground Water and Sediment Standards made under Part XV.1 of the EPA and are based on the same land uses, groundwater uses, distance to a waterbody, depth to bedrock and soil texture.”

It is important to note, Zelek adds, that “the quality and quantity requirements referenced in the site plan prevail over the excess soil regulations but the requirements in the regulations and rules would still apply.”

ROAD BUILDERS AT THE TABLE

The new excess soils regulation arrived after nearly years of consultations with industry stakeholders. ORBA

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and industry partners like OSSGA have been working in concert with MECP's Excess Soil Engagement Group (ESEG) to ensure the new rules align with the project realities of the road building industry. The ESEG includes various ministries, municipalities, conservation groups and private sector stakeholders.

"There is a lot of information to unpack, which is why we brought MECP in to discuss with our environment committee," says Anthony Rossi, ORBA Environment Committee Chair. "This is going to have impacts to sector operations across Ontario, and we need to be prepared."

With this in mind, ORBA successfully advocated for a phased approach, which began in January 2020 with changes to [testing](#) developments and continued in January 2021 with the introduction of reuse standards and waste designations. This will be followed in January 2022 with the rollout of truck, hauling, sampling and registry requirement, with the eventual goal to have no

ORBA has also worked with MECP to bring clarity around who "owns" the responsibility for excess soils management. According to Rossi, "We were concerned that this responsibility would be wholly downloaded to the contractor, however MECP has [clarified](#) that this term applies to the project owner. That said, the decision-making can be delegated to the contractor on the owner's behalf, although liability will continue to rest with the project leader/owner."

In addition to championing a phased-in approach and more clarity, ORBA and its partners have been working to make excess soils requirements more streamlined and [practical](#) particularly for testing thresholds. Its consultations have also focused on enacting more effective guidelines concerning the [reuse](#) of salt-contaminated soil, and streamlining ticketing requirements for haulers.

"The excess soil regulation is complicated, so ORBA has delivered several submissions and provided comments over the years focused on ensuring the record-keeping and compliance obligations are streamlined as much as possible," says Andrew Hurd, Director, Policy and Stakeholder Relations, with ORBA. "We support environmental protections, but as with everything else, it needs to be reasonable and workable in order to be effective."

With the Excess Soil Management guidelines rolling out, the next challenge will be raising awareness among all affected parties. While MECP has taken steps to educate stakeholders and prepare them for the changes, it will ultimately fall on all industry stakeholders to support the transition.

For its part, ORBA conducted an informational webinar with MECP in November 2020, and another joint webinar with OSSGA, the Ontario Watermain Association and the Ontario Waste Management Association. It also continues to be involved in consultations between MECP and stakeholders as the regulation takes hold.

"No regulation is perfect upon initial implementation," notes Hurd. "There are almost always tweaks and improvements that need to be made down the road, so as the voice of the road building industry, we will continue to be an important part of the ongoing conversation on the regulation of excess soil and its phased-in implementation." ■

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EVOLUTION BY DESIGN

HOW COVID-19 IS SHAPING THE INFLUENCE OF CDAO

By **BRIANNA PUIGMARTI**

Ontario’s road building industry is resilient. In the face of challenges it is innovative through the development of new technologies and keeps the province moving through times of hardship. ORBA also demonstrated its nimbleness by developing a two-pronged advocacy approach that sees ORBA engage with government independently, as well as through its network of alliances, including the Construction and Design Alliance of Ontario (CDAO).

The CDAO is an alliance that was designed to bring together like-minded industry stakeholders and associations to respond to issues facing Ontario’s infrastructure sector. The COVID-19 pandemic is the largest and most complicated challenge the Ontario construction industry has faced over the last decade. As an important member of CDAO, ORBA has proudly participated in successful efforts to expand the alliance’s sphere

of within government and the wider construction and design industry.

At its heart, the CDAO acts as a forum for discussion, facilitating joint advocacy efforts on behalf of Ontario’s construction and design industry by providing recommendations, assistance and research to government policy. Since its inception in 2010 (originally named Ontario Construction Design Alliance), CDAO has grown to represent 17 industry associations and cover a broad spectrum of and professions, including linear and residential construction, consulting and mechanical engineers, interior design and architects, and sewer and water stakeholders.

CDAO was founded at the request of government to provide industry consensus and a coordinated response to major challenges. At the same time, stakeholders in the construction and design industry

recognized that the fragmentation resulting from multiple voices was limiting their access to government, and therefore preventing a consensus-driven advocacy strategy. This made it increasingly to coordinate political consultation and dialogue across ministries, particularly as Ministers rotated their portfolios. Government actors were at the same time looking for a “one-window” approach in order to reach Ontario’s construction and design industries. CDAO provides this convenience and speaks with consensus and a message on common industry issues.

ORBA remains rooted in its engagement with CDAO as one of the founding members of the organization and continues to be heavily represented at meetings and through various initiatives. Some of the major successes CDAO has worked on over the past year include ensuring construction remained open as an essential service, developing COVID-19 health and safety guidelines, and highlighting the need for pandemic-related contract provisions.

Like an machine, every organization in the CDAO brings its expertise and niche within the Ontario government. In fact, ORBA used its extensive advocacy network within government to maximize its by working through both the CDAO and on behalf of the Ontario road builders. ORBA remains strong partners with CDAO and is proud of the work the industry has done in its collective efforts over



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the past year,” says ORBA CEO Bryan Hocking. “A positive side-effect of COVID-19 has been that CDAO has grown and evolved, while still remaining true to its original mandate.”

BUILT-IN AGILITY

While no one would have predicted the global pandemic at the CDAO’s inception, the alliance was designed to be agile enough to respond to challenges like COVID-19. Built into its mandate, the CDAO has always connected industry leaders on a regular basis through discussion and sometimes lively debate. That, paired with a symbiotic relationship to government, was critical during the height of the pandemic.

“The CDAO became the go-to organization for government to consult with when it came to building a resilient construction and design sector,” says Sandro Perruzza, Chair of the CDAO. “Our ability to quickly work with stakeholders to develop voluntary guidelines to minimize the risk of COVID-19 transmission in construction, and then offer them up to government to adopt and implement, demonstrated our collective knowledge and experience.”

In a rapidly changing policy organization to consult on behalf of the province’s entire construction and design industry, even if just informally, provided the government with knowledge of the changing COVID-19 conditions at worksites. In return, this provided CDAO with greater access to and attention from government the likes of which the alliance had not seen before. “Although COVID-19 was a big disrupter to everyone’s lives, in some ways it made the CDAO more effective,” says Perruzza. The issues the pandemic brought forward, such as labour and material shortages, safety protocols, and process delays, accentuated the gaps that already existed. Together, over the past year, the CDAO successfully brought forward solutions to government and various procurement agencies.”

One of the government agencies that works closely with CDAO on a regular basis is Infrastructure

Ontario (IO). Sustained industry relationships through organizations like CDAO have “given IO the ability to understand the implications of program changes, market capacity concerns, and initiatives that are critical to inform our innovations and improvements,” says Cary Mignault, IO Stakeholder Relations Lead. “Having open dialogue with our partners helps IO listen and learn from the broad scope of industry leaders.” The greatest to the CDAO is having Ontario’s industry leaders around the same table, sharing knowledge and pragmatic

It is important to note that each organization within the CDAO also maintains its autonomy to adopt a dissenting position or to continue working with government on behalf of their own members. One of the major challenges the organization faces over the next few years is determining how large it should grow. In his second term as Chair, Perruzza will have the task of balancing membership growth with the CDAO’s ability to be nimble

and responsive. “Another major challenge,” says Perruzza, “is when you are trusted by government and industry stakeholders, [and] they ask for more of your time and involvement in issues that aren’t core to CDAO’s mandate.”

As COVID-19 continues to grip the lives of Ontarians, the road building industry presses on with important work this spring to help keep the economy moving. This year has demonstrated the importance of having mobilized alliances like CDAO to not only function in the event of a crisis, but to also ensure that coordinated industry communication and policy development continue to operate in an and practical way. CDAO operates in a unique space that the voice of Ontario’s construction and design industry and gives government a place to go when it needs a broader perspective. When the industry aligns on common issues, collectively we become more to ignore. ■

2021 ORBA ROAD BUILDING ACADEMY OFFERS WORLD-CLASS INSTRUCTION VIRTUALLY

ORBA's 14th Annual Road Building Academy Week, held February 22-26, took place virtually due to the COVID-19 pandemic and province-wide lockdown. The virtual Academy brought together 222 students and provided world-class instruction and dynamic one-on-one interaction between instructors and students.

The 2021 ORBA Road Building Academy program featured 26 courses this year, bringing back popular ones. This included nine online courses from previous years as well as 11 brand new courses providing information and guidance on the most relevant topics of our industry. The Road Building Academy courses touched on four important areas: Management and Leadership, Business and Professional, Technical and Safety, and Law and Legal Matters.

"Since 2007, ORBA's Road Building Academy has provided the industry with a diverse array of learning opportunities. Each year we strive to expand the program, featuring courses unique to Ontario and offering some of the same courses and instructors that are a part of ConExpo's educational program," said Bryan Hocking, ORBA Chief Executive "We were very



pleased to be partnering with AI again in offering the Paving Inspector Course as well as debuting the University of Waterloo Project Management course at the 2021 Academy."

For the time at the Academy, a in project management was offered through the University of Waterloo Professional Development Program. The curriculum was compatible with the project management industry standard set by the Project Management Institute (PMI) and consisted of two modules comprising 10 days of training and delivering 70 Professional Development Units (PDU) / Contact Hours of training. The course will also be offered in the 2022 Road Building Academy program.

ORBA continued its partnership with the Asphalt Institute (AI), offering the two-day Paving Inspector course that debuted in Canada at the 2020

Academy and is the only course of its kind available in Canada.

ORBA also expanded its asphalt-focused courses to include a new course, the Fundamentals of Asphalt Plant Operations, which was designed for anyone seeking a basic understanding of asphalt plant operations and construction of asphalt pavements.

A survey was sent out in April requesting input from ORBA members on topics to include in the 2022 ORBA Road Building Academy. We welcome suggestions from members and stakeholders any time. If you have ideas for the 2022 Road Building Academy that you would like to share, please reach out to Abigail Wright Pereira, Director, Marketing & Communications, at abigail.wright@orba.org.

Stay tuned for details on the 2022 ORBA Road Building Academy coming soon. ■

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ORBA 2021 EVENTS CALENDAR

ORBA's 2021 Events Calendar has changed in light of the COVID-19 pandemic. On this page are confirmed events for the year. Additional events will be added as confirmed throughout the year. These events are subject to change in date and/or format.

Please go to ORBA's online calendar for updates to ORBA events: <https://orba.org/2021-events-calendar/>. If you have any questions regarding ORBA events, including registration and sponsorship, please reach out to Sharon Headley, Manager, Events Planning, sharon.headley@orba.org.

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ORBA WEBINARS

Go to <https://orba.org/orba-webinars/> for more information and to register. Webinar recordings are available in ORBA's library archive.

APRIL 8, 2021 - **COVID-19 VACCINATION & THE WORKPLACE**, Presented by: **Keith Burkhardt**, Sherrard Kuzz LLP


MAY 20, 2021 - **REVIEWING AND INTERPRETING ASPHALT TEST RESULTS**, Presented by: **Amma Wakefield**, M.A.Sc., P.Eng., Canadian Regional Engineer, Asphalt Institute, and **Danny Gierhart**, P.E., Regional Engineer, Asphalt Institute

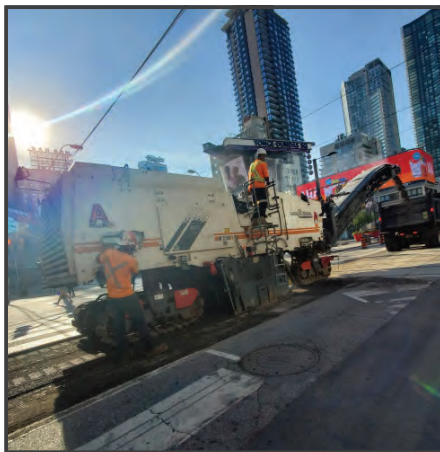
MAY 21, 2021 - **POSITIVE COPING SKILLS: BEING YOUR BEST IN TIMES OF CRISIS**, Presented by: **Dave Neely**, D.K. Neely & Associates

JUNE 24, 2021 - **NAVIGATING SUPPLY CHAIN RISK**, Presented by: **Chris Snider**, Head of Risk Services Canada, Zurich Canada, and **Jennifer Fortunato**, Risk Engineering Manager Construction Specialties, Zurich North America

NOVEMBER 2021 - **ORBA PRESIDENT'S TOUR**

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