

ROADBuilder

VOLUME 16, ISSUE 2

The quarterly publication of Ontario Road Builders' Association



Taking the reins
ORBA's new president
James McVeety

Insight on the MTO
One on one with
Jennifer Graham Harkness

The ORBA Advantage
ORBA's affinity program
keeps growing

KEEPING ONTARIO MOVING IN THE PANDEMIC

HOW ROAD BUILDERS ARE
COPING WITH COVID-19

ENGINEERED ASPHALT PRODUCTS



Supporting our customers with superior
asphalt products, services and technology
for the past 50 years!



mcasphalt.com

ISO 9001/14001/45001





EQUIPMENT

SALES • RENTALS • INSTALLATION

(416) 640-1442 • www.ontariobw.ca



- BARRIER WALL
- CRASH/IMPACT ATTENUATION
- TRUCK MOUNTED ATTENUATION
- CROWD CONTROL & FENCING
- ELECTRONIC TRAFFIC CONTROL
- LIGHT TOWERS
- SIGNAGE
- DELINEATION



CONTROL THE FUTURE. WE DO.

With the new Trimble Earthworks®
Grade Control Platform.



SITECH Mid-Canada Ltd.

ONTARIO: 905-851-5658

SALES@SITECHMIDCANADA.COM

SITECHMIDCANADA.COM

**YOUR CONSTRUCTION
TECHNOLOGY PROVIDER**

SITECH®

DEDICATED TO SUCCESSSM



ROADTEC
an Astec Industries Company

Dedicated
to Success.SM

A FULL LINE OF **EQUIPMENT & PRODUCT SUPPORT**
SOLUTIONS FOR ALL YOUR ROAD BUILDING NEEDS.

PAVERS | MTVS | COLD PLANERS | STABILIZERS | BROOMS
COMPETITIVE PARTS | GUARDIAN®

ROADTEC an Astec Industries Company

© 2018 ROADTEC, INC. ALL RIGHTS RESERVED

800 MANUFACTURERS RD • CHATTANOOGA, TN 37405 USA

roadtec.com +1.423.265.0600

ROADBuilder

VOLUME 16, ISSUE 2

The quarterly publication of Ontario Road Builders' Association



COLUMNS

Message from the Chief Executive Officer8

FEATURES

Taking the reins10
ORBA's new president James McVeety embraces his new role in uncertain times

Keeping Ontario moving in the pandemic12
How road builders are rising to the countless challenges they face during the time of COVID-19

One on one with Jennifer Graham Harkness20
Insight from the Assistant Deputy Minister and Chief Engineer of the MTO's Provincial Highways Management Division

The ORBA Advantage24
ORBA's affinity program quadruples number of partners and is still growing!

DEPARTMENTS

Education26

New Members28

Professional Services Directory30



Road Builder is printed on 10% post-consumer FSC certified paper using soya based inks. When necessary to mail an issue in an enclosure, we use an environmentally-friendly, 100% oxo-degradable poly-wrap.

TABLE OF CONTENTS

ROADBuilder
 is published quarterly for:
 The Ontario Road
 Builders' Association
 365 Brunel Road, Unit 1
 Mississauga, ON L4Z 1Z5
 Tel: (905) 507-1107
 Fax: (905) 890-8122
www.orba.org

Publisher
 Robert Thompson

Senior Editor
 Roma Ihnatowycz

Sales Executives
 Brenda Ezinicki, Gary Fustey,
 Pat Johnston, Jack Smith,
 David Tetlock

Senior Design Specialist
 Krista Zimmermann

Junior Design Specialist
 Marisa Giesbrecht

Published by:

MediaEdge
mediaedgepublishing.com

33 South Station Street
 North York, ON Canada M9N 2B2
 Toll Free: (866) 480-4717
robertt@mediaedge.ca

531 Marion Street
 Winnipeg, MB Canada R2J 0J9
 Toll Free: (866) 201-3096
 Fax: (204) 480-4420

President
 Kevin Brown

Senior Vice-President
 Robert Thompson

Director, Business Development
 Michael Bell

Branch Manager
 Nancie Privé

All rights reserved. The contents of this publication may not be reproduced by any means, in whole or in part, without the prior written consent of the association.

Publication Mail Agreement
 #40787580

Return Undeliverable Items To:
 The Ontario Road Builders' Association
 365 Brunel Road, Unit 1
 Mississauga, ON L4Z 1Z5

BYE BYE MAST!



The Next Generation Machine Control is Here

3D-MC^{MAX}

MASTLESS 3D DOZER SYSTEM

3D-MC^{MAX}

Topcon's innovative dozer system delivering the highest productivity of dozer solution for any grade application while providing maximum speed, maximum control and maximum performance.



Mastless 3D-Dozing:

- Grade on any slope with rapid blade response times
- Mastless, no more daily set up and take down procedure
- No blade bouncing
- Single or dual antenna 6 way blade control
- Perform detailed as-builts with "bottom of the track" data

TOPCON

GeoShack
Productivity & Positioning Solutions

London

1930 Mallard Road
London ON CA N6H 5M1
Phone: (519) 235-0240

Toronto

35 McCleary Court, #21
Concord ON CA L4K 3Y9
Phone: (905) 669-9759

Ottawa

15 Grenfell Crescent
Ottawa ON CA K2G 0G3
Phone: (613) 225-1110

Find Us On:



For More Information Visit Us At: www.GeoShack.com

lm.gs.MC.5.16v1

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

PRESSING ONWARDS



BRYAN HOCKING
Chief Executive Officer

Welcome to the Spring 2020 edition of *ROADBuilder Magazine*. I'm sure I'm not alone in saying that much has changed since we last talked. Life at ORBA is significantly different than it was just a few months ago. While we continue to focus on industry issues and initiatives that dominated our boardroom prior to the pandemic, there's no question that COVID-19 and its impacts on our members have taken the lion's share of our attention.

The impact of this crisis cannot be overstated. The COVID-19 pandemic presents a challenge unlike any the industry has faced, and it's one that continues to influence how all construction players bid, work and sustain themselves in this "new normal."

Without a doubt, Ontario's road builders are navigating uncharted territory. And for many, the biggest

challenge is simply planning ahead. Our members thrive on their ability to line up their seasons in advance, and that is near-impossible to do now when many are unsure if they'll have the ability (or permission) to conduct business weeks or months down the road, let alone if their projects will still be available.

On a hopeful note, throughout the COVID-19 crisis ORBA has been meeting weekly both with the Minister of Transportation and her senior staff, as well as the senior members of the MTO Provincial Highways Management division in St. Catharines. At these meetings we have emphasized that our members are ready and eager to work. What we desperately need now is an early announcement of capital tenders to build the confidence of the industry and to let them know that there is indeed a light at the end of the tunnel.

Market uncertainty is only half the challenge. The other challenge involves the risks to ongoing projects posed by the pandemic. Moving forward, contractors must have some assurances that they will not be penalized for delays and issues related to the COVID-19 pandemic (e.g., safety issues, staff shortages, deliveries, supply chain challenges). Many of the contracts were signed before this crisis and could not have predicted what was to come, and it therefore would be unfair to hold contractors accountable for obstacles that are out of their hands. Here again, ORBA is consulting with government and our industry partners to elevate this concern.

Worker safety remains the industry's top-most priority. As the rest of the world practises strict social distancing, construction workers often have no choice but to work in close contact with their colleagues to get the job done. When this happens proper PPEs must be worn. For road builders it is considerably easier to adhere to distancing guidelines given the nature of their work, but the risks are still present. For contractors, this requires stronger oversight, team training, and more efforts to clean and sanitize tools and equipment.

Another concern is the availability of personal protective equipment (PPE). While safety masks and gloves were easy to access before this pandemic, they are now in relatively short supply. Moreover, any PPE supplies that are available are needed far more on the frontlines of healthcare.



UpperCanada
Road Services Inc

- ★ Pavement Marking
- ★ Crack Sealing
- ★ Water Blasting
- ★ Rumble Strips
- ★ RPMs
- ★ Decorative Crosswalks

www.ucrs.ca

416-550-3358

On a hopeful note, throughout the COVID-19 crisis ORBA has been meeting weekly both with the Minister of Transportation and her senior staff, as well as the senior members of the MTO Provincial Highways Management division in St. Catharines. At these meetings we have emphasized that our members are ready and eager to work.

If there is a ray of hope somewhere, it is that our industry has learned to approach massive issues with a united will and a united voice. Through our (virtual) meetings with sister organizations, the MTO, Infrastructure Ontario, Metrolinx and other partners, ORBA is doing all it can to unite stakeholders in keeping our people safely employed for as long as possible. There are no guarantees, but rest assured that we are working every day to support you in keeping Ontario moving – even if some of us are now having to do it from our home offices.

Ahead in this issue of *ROADBuilder*, we take a closer look at how ORBA and its members are faring, as well as highlight

some of the projects and people that continue to propel the road building industry. This is an ever-evolving situation, so I invite you to stay updated on Association news and events via our website and social media feeds. The ORBA team is also taking great strides to enhance member communication across all of our channels, and I encourage you to use every opportunity to maintain an open dialogue.

These are strange and trying times, but we will reach the other side together.

Bryan Hocking
Chief Executive Officer, ORBA



PGC TRAFFIC is a leader in Traffic Control Services. We offer a wide array of services to cover all your traffic control needs when a work zone closure is needed.

Our services extend throughout Ontario, Alberta, Manitoba and Saskatchewan.

1-905-900-0010

www.PGCtraffic.ca



**TRAFFIC
CONTROL**



**FLAGGING
SERVICES**



**TRAFFIC CONTROL
RENTALS**



**TRAFFIC MANAGEMENT
PLANS**

TAKING THE REINS

ORBA'S NEW PRESIDENT JAMES MCVEETY EMBRACES HIS NEW ROLE IN UNCERTAIN TIMES

By **MATTHEW BRADFORD**

James McVeety is a familiar face to ORBA staff and members. For more than two decades, the road building veteran has participated in countless association initiatives and, for the past seven years, served as a director on the ORBA Board. Now McVeety is settling into his newest role as ORBA President. "I've been involved with ORBA in one form or another for over two decades, and I feel like I grew up in road building," he says. "So, this felt like a natural move."

A licensed professional civil engineer, McVeety is currently Director, Pre-Construction, P3 and Major Projects, at Black & McDonald Limited. Prior to joining the construction firm, he plied his trade with a number of respected construction and road building companies throughout Ontario, starting with a small GTA paving company he joined after graduating from Ryerson

University's civil engineering program. Over the next five years he helped grow it into a mid-sized player.

McVeety spent the next decade at Dufferin Construction working on high-profile civil construction projects like the Red Hill Valley Parkway, the Niagara Tunnel and the major 400-series highways. He also led and managed the Ontario Ministry of Transportation's (MTO) 2007-2007 QEW/St. Catharines project – one of the most significant road building projects in MTO's history.

While working on many of these projects, McVeety went on to complete his executive MBA at Western University's Ivey School of Business. In 2009, he parted ways with Dufferin to join PCL Constructors, where he led teams working on the Windsor Essex Parkway and other largescale projects before landing a position with Coco Paving, where he spearheaded work on Highway 407.



Asked to name his priorities over the coming months, he says his immediate task will be to address the difficulties tied to the ongoing COVID-19 pandemic.



In his current position with Black & McDonald Limited – which he has held since 2013 – McVeety’s work is focused on important P3 road building projects. “[Black & McDonald] wanted assistance with their P3 business and facilitating the work it was doing with the MTO that was related to road building,” he notes. “Given the fact I had known the current boss for a long time beforehand, it made sense to join them.”

STAYING ON COURSE

McVeety brings a wide range of experiences and skills to his new role as ORBA President. Asked to name his priorities over the coming months, he says his immediate task will be to address the difficulties tied to the ongoing COVID-19 pandemic. McVeety realizes the pandemic presents an unprecedented challenge for all ORBA members, and that the industry will need to brace for the long-ranging economic fallout. “I expect we’ll all be dealing with how to bounce back and carry on our businesses,” he says. “And we’ll be talking a lot more about this in the weeks and months ahead.”

To keep the lines of communication open and help direct the association’s efforts, McVeety is relying on ORBA members now more than ever. “As an Association or Board member, we don’t always have it clearly communicated to us what our members’ needs are or what they’re dealing with,” he says. “That’s why we need to keep talking and collecting feedback so we can provide services, advocacy, and support that’s of real value to their businesses.”

Other important tasks on the new President’s radar include navigating market capacity hurdles, promoting innovation, encouraging diversity in the trades and, as always, addressing critical labour shortages. “Replacing our aging workforce is definitely an issue, and it’s been one for as long I’ve been on the Board,” he says. “Fortunately, ORBA has taken some steps in rebuilding our workforce – for example, running our Road Building Academy and becoming part of the Ontario Construction Careers Alliance. But there’s still a long way to go.”

Ultimately, McVeety wants to continue building upon the association’s growth. “I’m not looking to make any fundamental shifts but [rather to] build on the successes and initiatives of ORBA’s past and keep things as steady as possible for our members in this fast-changing environment,” he explains. “There are still many issues on the table that require our attention, so the idea is to remain focused on those and keep the momentum going.”

Looking ahead, McVeety says part of his responsibility will be to identify and facilitate opportunities for Ontario road builders, particularly opportunities tied to the province’s long-term transit strategy. “A lot of what’s coming down the pipe are projects that are complementary to road building,” he comments. “So long as the government and the procurement agencies are true to their word, and they stick with the timelines and act consistently, I think there’s a tremendous opportunity for our members.” ■



EML 30 Ton
General Contractor’s Piledriver
EML 45 Ton
Diesel Hammer Ready
EML 60 Ton
Extremely Versatile



BERMINGHAMMER
 FOUNDATION EQUIPMENT



600 Ferguson Avenue North
Hamilton, Ontario, Canada L8L 4Z9
Tel: 1.905.528.7924 Fax: 1.905.528.6187
Toll Free: 1.800.668.9432 (in Canada and USA)

www.berminghammer.com
Email: bfssales@berminghammer.com



KEEPING ONTARIO MOVING IN THE PANDEMIC

HOW ROAD BUILDERS ARE RISING TO THE COUNTLESS CHALLENGES THEY FACE DURING THE TIME OF COVID-19

By **MATTHEW BRADFORD**

The COVID-19 pandemic crisis poses one of the most significant challenges in the construction industry sector's history. The impact on members of the Ontario Road Builders' Association may vary, but the reality is the same: there is no longer such a thing as 'business as usual.'

"I don't think anyone in our industry could have predicted where we'd be right now when we came into 2020," says Bryan Hocking, ORBA CEO. "This pandemic has changed the game in such a short period, and while we're all finding our footing, there is still a lot we don't know."

Uncertainty abounds for Ontario's road builders. Now would typically be the time when most contractors would have projects lined up for

the season ahead, and yet the status of current and future projects is currently in flux. What's more, federal and provincial response to the pandemic is evolving with every press briefing, with new guidelines as to how, when, and to what extent contractors can conduct their work.

"The uncertainty associated with respect to the government-mandated essential services guidelines has left our industry and many others in peril," offers Rocky Coco, President of the Coco Group and ORBA's 1st Vice President. "There are many industrial, commercial and residential projects in the approvals pipeline, and if these aren't processed this will limit the amount of work available in 2020, threatening the livelihoods of many high-paying skilled labour positions."

While many of the industry's sector activities have been designated as essential services at the present time, no one knows for certain what the next announcement from the country's leaders will bring. This has left contractors in the precarious position of scheduling for projects they may be unable to take on down the road. "One of the biggest things we're telling the Ministry of Transportation right now is that our people are ready and willing to work. We just need to know these projects are still going ahead as planned," says Hocking.

"Existing projects are also in jeopardy. Shrinking labour pools, disrupted supply lines, elevated safety guidelines, and other logistical factors have triggered their share of delays and postponements – the

costs of which are unsustainable for many businesses over the long term,” continues Hocking. “Moreover, many contractors are operating under contracts that were drawn up before the risks of a game-changing pandemic could be accounted for, leaving them uncertain as to how additional costs and complexities will be handled (and who will be held responsible).”

“There are additional costs associated with working during this crisis,” says Doug Wipperman, Vice President of Miller Maintenance with the Tomlinson Group. “Enacting the force majeure clause in our contracts may provide some flexibility in cost and time on delivery of our projects with the MTO, but the cost of doing business is rising, and it’s still relatively unknown if we’ll be able to recover all those expenses.”

“Certainly,” adds Hocking, “there are a lot of unanswered questions out there, specifically around whether or not contractors will be penalized for delays that are a result of decisions and conditions outside their control. Right now, what we need is clarity, and we’re working on it.”

FILLING THE ROSTER

Issues regarding scheduling, tendering and contract terms are pressing in their own right. Arguably, however, these concerns are secondary to the fact that many contractors are struggling to manage their workforce under unprecedented working conditions. “A lot of employers are being left to wonder if they will have enough employees to do the work and, more importantly, if they can keep them safe on the job,” states Dana Lewis, Vice President of Human Relations with the Tomlinson Group of Companies. “Not only that, but employers are also challenged with addressing their employees’ fears of loss of income and their fears for their health and the health of their families.”

That’s assuming there is still work to be done. Indeed, one of the most pressing concerns for today’s industry employers is protecting their teams’ livelihood in a time of project cancellations and delays.

“From the industrial side, we have seen a much slower pace,” reports Trev Fowles, General Manager, Industrial Waste Division, at the Tomlinson Group of Companies. “A lot of dealers have closed their shop, and both industries and plants have dropped their tempo.”

Adding to this is the fact that many employees in the construction industry are seasonal and have been

on employment insurance for the past several months. Now that they are getting ready to return to work, they’re entering at a time when the restrictions due to COVID have hit contractors the hardest. “Many of our industry’s employees make their living in a seven to eight-month period and need to work a significant number of hours in that short season to make a reasonable income,” notes Ivan Levac, Assistant Manager at



ESSENTIAL ROLES

Many of ORBA’s members have been designated as essential services by the Ontario government. They include maintenance contractors like Doug Wipperman and his team at Miller Maintenance, who had to move quickly to adapt.

“When this pandemic took shape, we had to continue operation and quickly respond with solutions because highway maintenance is an essential service,” says Wipperman. “There are performance measures within the contractual requirements we have with the Ministry of Transportation, and we need to meet those to ensure the safety of the travelling public. MTO has been very engaging and supportive.”

Carrying out these important obligations has meant adjusting operations in many small but significant ways. For Miller Maintenance, that means finding safe (and somewhat creative) ways to put multiple people into equipment like line painting trucks; arranging new means to transport multiple workers to and from repair centres in separate vehicles; and outfitting staff with full PPE and cleaning supplies to safeguard them throughout their essential duties.

“We’ve had to take a fresh look at all highway maintenance activities to ensure we can complete them while practising social distancing and other safety measures,” Wipperman says.



R.W. Tomlinson workers practising social distancing at a job site

R.W. Tomlinson Limited's City Division, Ontario Asphalt Pavement Council Chair and member of the ORBA Board of Directors. "The uncertainty in relation to planning our workload and schedule has made this a daunting task."

Even when there is work to be done, and a healthy and willing workforce to do it, there are sizeable health and safety challenges to overcome. Ontario's strict social distancing measures, for example, have imposed unique barriers on crews that are used to working in close conditions. "The days of handshakes and coffee breaks in close quarters are over," says Kent MacCaskill, GSC Operations Manager with R.W. Tomlinson Limited. "Physical distancing requirements have posed a real challenge for the road building and earth moving sector since it can be quite difficult to communicate, share ideas and give instruction while maintaining the two-metre separation distance."

Add in a shortage of personal protection equipment (PPE) in some jurisdictions and evolving threats, and the mandate to keep workers safe can be difficult to meet. Promisingly, many of the COVID-19 response strategies on display by ORBA members demonstrate that worker health and safety remain the number-one objective.

SAFETY

Conducting work in this "new normal" is daunting, but the construction industry is no stranger to change. Indeed, when it comes to enhancing jobsite health and safety measures to protect crews against the risks, many road building firms have responded quickly with COVID-19 response plans that introduce new policies, procedures and responsibilities.

These responses vary from job site to job site, but common practices shared by ORBA members for this article include:

- Establishing COVID-19 task forces comprised of employees in key roles and field leaders to ensure teams remain informed and aware of safety protocols.
- Implementing rigorous cleaning and sanitization guidelines for employees, equipment and work areas.
- Installing handwashing stations and providing cleaning supplies (e.g., hand sanitizer) to anyone who requires it.
- Ensuring employees have the appropriate personal protective equipment (e.g., masks, respiratory protection, gloves, etc.).
- Educating workers on safety measures that promote social distancing and good personal hygiene practices.
- Limiting equipment and vehicle cabs to single drivers only (no passengers).
- Eliminating or altering tasks that run counter to social distancing requirements.
- Conducting onsite orientations at a distance and in smaller groups.
- Implementing morning and afternoon shifts in offices and shops to mitigate crossover.
- Ramping up procedures when it comes to screening and restricting both employees and visitors on job sites.
- Implementing self-monitoring programs that hold employees accountable for assessing their





Ontario's #1 supplier for OEM replacement wear parts and ground engaging tools.

Daily deliveries to the G.T.A.



www.valleyblades.com

sales@valleyblades.com

1.800.461.1824



Can-Net: Cansel's Real-Time (RTK) Correction Service

Do away with mobile base stations!

With 75 base stations in Ontario, you may never need to own, set-up or maintain your own base stations again.

Can-Net: The Advantages

- ✓ No more base stations with costly up-front and maintenance fees
- ✓ No time wasted finding and proofing ground control
- ✓ NRCAN compliant network delivering CSRS Epoch 2010 reference frame coordinates
- ✓ No time wasted setting up a base in the morning and taking it down at the end of the day
- ✓ 1-3 cm accuracy with over 300 base stations in Canada
- ✓ Dedicated portal with Rogers and Bell so no sharing bandwidth with everyone on a smartphone
- ✓ Save hours per day performing construction, excavation and grading
- ✓ No distance errors inherent with mobile base stations
- ✓ Travel anywhere inside the network!



1 year prepaid plans of Can-Net for Construction (Machine Control) when you mention this ad. Email us at cansel.cannet@cansel.ca to get started.

Easy to use, easy to buy. Shop Can-Net and more at cansel.ca

Photos courtesy of R.W. Tomlinson



Construction workers attired in PPE

health and quarantining themselves if and when symptoms arise.

Similar health and safety measures are being made for office professionals. For example, says

Jim Hurst, Vice President of Steed and Evans and an ORBA Board member, "Like many employers right now, we're asking our people to work from home wherever possible, and we're supporting that by implementing virtual meetings, setting up remote work capabilities, and keeping our staff, clients and partners informed at all times through emails, social media and internal postings."

All told, while the COVID-19 pandemic may have caught the industry off guard, it did not find its players unprepared. As Levac aptly states, "The industry is generally quick to adapt to different challenges. Most of us are prepared to deal with health and safety challenges as it is a large part of the type of work we perform."

BUILDING AWARENESS

Enhanced employee monitoring and self-assessment are fundamental to any COVID-19 response. And though monitoring procedures may seem strict, they are paramount to ensuring that

one case of sickness does not bring an entire workforce to a halt. For example, says Ryan Downing, Vice President of Operations Support with R.W. Tomlinson Limited, "Right now, everyone must complete a questionnaire before entering one of our facilities, and if they answer yes to any question, they cannot enter. We also monitor employees who had to be quarantined for 14 days due to travel or were in close contact with someone who has tested positive, as well as track employees with flu-like symptoms. Once they have completed their quarantine and are symptom-free for 48 hours, our HR department releases them back to work."

Holding employees accountable for monitoring and disclosing potential COVID-19 symptoms is vital. Sharing that responsibility means keeping team members at every level informed and updated on the evolving crisis. "The more information you can provide to your team right now, the better off

HUTCHESON QUARRY
(Granite Meta-Gabbro)

Your source for Quality FC (Friction Course) paving stone in central Ontario and the GTA

- SP FC1 • SP FC2 • SMA
- SMA Traction Grit • Ottawa Type (Caisson) Sand

LOCATED IN HUNTSVILLE (200KM north of the GTA, on Hwy. 11)
Serving Central Ontario Road Builders

1-800-461-5521 • donm@hutchesonsand.com • 1-705-789-4457

CENTENNIAL Sweeping
Serving the Industry Since 1967

**143 Toryork Drive
Toronto, Ontario M9L 1X9**

- Emergency Road Services and Rapid Clearing
- Sweepers / Magnetic Sweepers
- Pressurized Water Trucks
- Traffic Control Crash Trucks
- Loaders with Quick Attach Buckets, Clamps and Forks
- Dump Trucks and Roll-offs
- Skid Steers and Excavators
- Bulk Salt Sales

416.741.4141

Centennial@CentennialSweeping.com
www.centennialsweeping.com

everyone will be," agrees Lewis. "In the past couple of months, we have had to change directions and make decisions quickly, but because we've kept our employees informed at each step, they are right there with us as we take on every new change and challenge. There is a lot of fear and uncertainty right now, so your team needs to trust your leadership team. This means company leaders need to be out in front of the team, showing that leadership daily, and sharing all the information they have, even if they don't have all of the answers."

The health and productivity of today's industry are tied to the strength of its network. And make no mistake, stakeholders like industry suppliers are also feeling the impacts of this game-changing crisis. "Like our customers, we've had to adapt quickly to new ways of doing business as our industry grapples with the reality of maintaining its operation under pandemic conditions," says Michael Rugeroni, Vice President of Sales,

Road and Mineral Technology, Brandt Tractor, and an ORBA Board member. "As virtually all of our customers are involved in delivering essential services, finding safe and appropriate ways to deliver uninterrupted support for them while safeguarding our employees has been our number one priority."

Many of Brandt's customers have instituted their own protocols, such as mandating Brandt's field techs to maintain social distancing onsite or corresponding via email or virtual methods where possible. For its part, Brandt has taken extra steps to keep its employees and clients safe, such as offering curbside pickups, implementing physical distancing in parts queues, and employing enhanced hygiene and sanitization protocols. "Un-sanitized equipment is a key potential risk factor for spreading the COVID-19 virus, so we are demonstrating extreme caution with all equipment that comes and goes from our locations," explains

Rugeroni, "We clean every piece of equipment thoroughly, both when it enters and when it leaves our facilities, especially components in the cab like joysticks, buttons, handles and other high-touch areas."

Additional safety measures include ensuring zero physical contact with drivers, promoting proper social distancing throughout the transfer of equipment and paperwork, cordoning off delivery and shipping areas, and doing what can be done to minimize multi-person contact in the facilities. "We know that the products and services that we provide are critical to helping our customers to maintain maximum capacity in their operations," says Rugeroni. "They are on the frontlines, working to ensure that first responders, health workers, police, and emergency operations can react to the situations as they arise, and we want them to know that we are standing strong with them."

The impact of COVID-19 has been



DISTRIBUTORS OF:

- MAINTENANCE HOLE FRAMES AND COVERS
- CATCH BASIN FRAMES & GRATES
- DETECTABLE WARNING PLATES
- GALVANIZED FRAMES, GRATES & SOLID COVERS
- GRADE ADJUSTMENT UNITS
- CORRUGATED STEEL & HDPE CULVERT
- PVC PIPE & FITTINGS, SUBDRAIN, FILTER CLOTH
- ALUMINUM MANHOLE STEPS
- VALVE & SERVICE BOXES
- VARIOUS BAGGED CEMENT PRODUCTS, MARKING PAINT, MISC TOOLS

330 Rodinea Rd, Unit 1, Maple, Ontario L6A 4P5 Canada
 Bus: 905.882.2070 | Fax: 905.303.4037
www.cedarcip.com





felt among insurers, regulators and surety bonders as well, and they too are adjusting to doing business in a socially distanced environment. "As with insurance, surety bonding is an essential service, so surety underwriters, bond claims adjusters, and brokers are working from home to service their customers via virtual correspondence," explains Dave Smith, Senior Vice President and Head of Canadian Surety with The Guarantee Company and an ORBA Board member. For now, says Smith, the Surety Association of Canada is actively promoting the use of electronic bonds as a responsive delivery solution: "Ultimately, we are monitoring and assessing this rapidly changing environment and focused on providing added-value, insights, and optimal surety service and capacity for contractors."

No doubt, industry partners are well aware of the difficulties that

contractors face in this "new normal." And, as with any trying time, collaboration is key. "This new reality, and all its challenges, calls for increased dialogue and collaboration amongst all stakeholders," says Smith. "I would recommend contractors connect with their advisors and partners, including their insurance broker, surety underwriter, banker, lawyer and accountant, to keep them apprised and for guidance and assistance in navigating through these difficult times.... Contractors are resilient and resourceful. As we come out of this crisis, we expect a surge in construction activity. That's not to diminish the challenges we still face, but there will be brighter days ahead."

NEW NORMAL

No one can say for certain when business will return to normal, or if there will be such thing as "normal" when all is said and done. There is a consensus, however, that it will take the support of industry players, provincial and federal leaders, and industry partners alike to make it through.

For its part, ORBA is meeting (albeit virtually) with government officials in order to communicate its members' challenges and concerns, actively lobby for industry support

programs, and encourage partners like the MTO to provide certainties regarding projects that in their pipeline. "Among many things, we're advocating various levels of government for a speedy and healthy pipeline of work, including encouraging the government to provide an ambitious 'shovel ready' infrastructure program," reports Coco, speaking from the perspective of an ORBA Board member. "We're also advocating government to compensate ORBA members for the hardship the industry continues to bear as a result of COVID-19."

"Now is the time for the wider industry to speak up - both to help industry players survive the days ahead and bounce back when current restrictions begin to lift. That means leveraging industry partnerships, keeping the lines of communication open, and addressing hardships with a united front. "Right now, it's important that we continue to work with our members and partners to provide a single voice at the table on behalf of our industry," says Hocking. "The government needs to know how we're being impacted and what they can do to help, and that only works if we're working through this together." ■

MARKETPLACE



GENEQ has been one of the most reputable suppliers of Geotechnical and Materials Testing Equipment in Canada since 1972.

Our highly advanced equipment is used for testing materials such as: Soil, Aggregates, Concrete, Asphalt, Bitumen, Cement, and Steel.

We are pleased to offer you outstanding services through our offices in Ontario and Quebec including sales and after-sales services, namely calibration, installation, and training.

GENEQ inc. NEW office in Ontario July 1st 2019

910 Rowntree Dairy Rd., Unit #15 Vaughan, Ontario, L4L 5W5
Tel: (365) 527-2508 | 1-855-527-5808 | Fax: (365) 527-2509
E-mail : sales@geneq.com | www.geneq.com



ORBA COVID-19 RESPONSE RESOURCES

ORBA is committed to providing its members with timely communications providing the most recent information on developments from the COVID-19 pandemic that are impacting the industry.

For the links to the latest information, please visit ORBA's COVID-19 Response page on its website at: <https://orba.org/covid-19-orba-response/>




Sales - Parts - Equipment Repairs www.becequipment.ca

Wacker Neuson Warranty Centre



Renting Loaders, Skid Steers & Excavators

Free 5 year warranty on Hydraulics & Powertrain on Excavators

In shop or on site service work available

Factory trained technicians



We Stock JCB Parts



JCB & Case Axle parts & Rebuilding









(905) 670-7678 1780 Bonhill Road Mississauga ON



Leading insurance broker for Ontario roadbuilders

One stop for insurance, surety, employee benefits and personal insurance

HUB Construction & Surety Team

Mark Del Ben, Vice President

416.597.4026

mark.delben@hubinternational.com

hubinternational.com

Advocacy | Tailored Insurance Solutions | Peace of Mind






Peninsula Construction Inc.

Guide Rail Installation & Repairs

Temporary Concrete Barrier and Attenuators

Noise Walls (Concrete, Wood, Vinyl)

Ground Mounted Signs

Steel & Timber Breakaway Signs

Chain Link Fencing, Gates and Controllers




Phone: 905-892-2661 or 613-596-0999

estimating@peninsula.ca • www.peninsula.ca



A Walker Company

QUALITY SERVICE, BETTER ROADS



Hot Mix Paving

Surface Treatment

Fibermat®

Scrub Seal

Cold Recycled Mixes

Bonded Wearing Course

Granular Sealing

Tack Coat

Chip Seal

BUILDING AND PRESERVING ROADS FOR COMMUNITIES ACROSS ONTARIO.



1-800-370-9912

www.walkerind.com



ONE ON ONE WITH JENNIFER GRAHAM HARKNESS

INSIGHT FROM THE ASSISTANT DEPUTY
MINISTER AND CHIEF ENGINEER
OF THE MTO'S PROVINCIAL HIGHWAYS
MANAGEMENT DIVISION,
ASSET MANAGEMENT

By **MATTHEW BRADFORD**

In April 2020, Jennifer Graham Harkness assumed the role of the Assistant Deputy Minister and Chief Engineer for the Provincial Highways Management Division, Asset Management at the Ontario Ministry of Transportation (MTO). The appointment follows Jennifer's extensive work with the MTO, including as the PHM Executive Director and Chief Engineer, regional leadership positions and time as the Executive Director for High Speed Rail in the Ministry's Policy and Planning Division. *ORBA ROADBuilder* reached out to Harkness to learn more about her time in the field and her vision for her current role.

ROAD BUILDER: Tell us a bit about where you grew up and what drew you to civil engineering.

JENNIFER GRAHAM HARKNESS:

My father was the engineering manager for Canadian National, so we moved a number of times. That being said, I grew up mostly in Prince Edward County, Ontario, and went to school in Belleville.

To be honest, I think I've always wanted to be in engineering. It may have been because of my dad – he would often talk about all of the things that he was doing at CN, whether it was about constructing new things or just the railway operations, and I always found those stories very interesting. Our family also built a house, and I took a great interest in the design and construction-related aspects of that.

Overall, though, I think I've just loved the field – it's always been exciting to me.

RB: How did you make the transition into government?

JGH: When I was studying at Queen's University, I was offered a summer job working on a highway up near Bancroft. I was part of the contract administration team. I had a great time on that job; I loved the people and I loved the work. At one point, they suggested to me that I look at the Engineering Development Program when I finished university. So, I did, and soon after, I got a job at the MTO and have had an opportunity to see all of the various facets of engineering in many different offices. I've been here for a little under 30 years.

RB: What are your current obligations within the Provincial Highways Management (PHM) division?

JGH: In my role as the Assistant Deputy Minister and Chief Engineer, I lead the Provincial Offices within PHM. Those offices include the Highway Standards Branch, which looks after engineering functions, bridge design, highway design, materials work, research, and so forth. The next is our Investment Strategies Branch, which manages highway infrastructure funding decisions. Our third branch is the Contract Management and Operations Branch, which oversees the tendering and awarding of contracts, contract claims, property damage claims and other municipal programs. Finally, the fourth provincial office is our Alternative Delivery Branch, and they promote

the advancement of alternative contract models and liaise with Infrastructure Ontario.

RB: Between all the PHM Asset Management offices in St. Catharines and London and meetings in Queen's Park, how do you manage all that travel?

We're a very geographically dispersed organization and that can certainly be challenging. The good part is that it also offers a great opportunity for me to work with so many different people with a broad range of perspectives. There's a vast diversity of experiences in all those offices, and it's always great to work with so many people. The travel is intensive, but it becomes easy.

RB: As provincial government leadership changes, mandates also change. How do the divisions within the MTO work together to achieve the government's vision in terms of transportation infrastructure?

JGH: MTO has been around for 103 years. We've adapted, evolved, and grown to meet the expectations of government. While they are always changing, we also have our core values around what it means to have a safe, efficient, multi-modal transportation network. Regarding Provincial Highways Management, those core values have driven us to ensure the efficient movement of goods and people, to ensure the sustainability of our infrastructure and [maintain] our highways and bridges.

RB: What are your aspirations for the relationship between ORBA and the MTO?

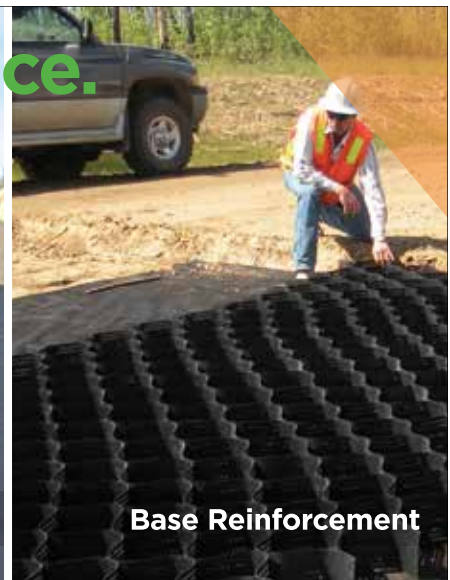
JGH: I believe we've had a strong relationship for many years, and the goal moving forward is to continue building and strengthening that partnership. We've had a long history of working together to resolve issues, whether they are related to highway construction, repair or maintenance. So again, moving forward, it's about working together to resolve things and really consulting on a wide range of different issues and topics of mutual interest so that we can advance together and promote value for the province of Ontario.

We're a very geographically dispersed organization and that can certainly be challenging. The good part is that it also offers a great opportunity for me to work with so many different people with a broad range of perspectives.

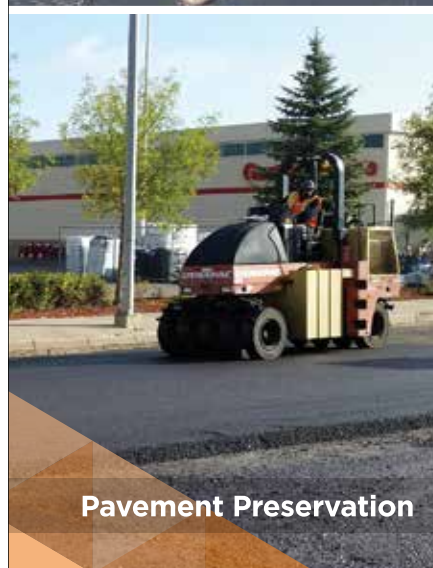
Smart. Choice.



Subgrade Stabilization



Base Reinforcement



Pavement Preservation



Easy Pothole Repair

Geogrids
Geotextiles
Cellular Confinement
Pavement Interlayers
Fiber Reinforced Asphalt



877.640.6002
nilex.com



STINSON OWL-LITE

TRAFFIC & INFRASTRUCTURE SOLUTIONS



CONSTRUCTION & MUNICIPAL SIGNS



RENTAL EQUIPMENT



PORTABLE SIGNS



INTELLIGENT SIGNS & SMART WORK ZONES



TRUCK SAFETY SYSTEMS



TRAFFIC SERVICES

YOUR BEST CHOICE FOR TRAFFIC SAFETY SOLUTIONS
 24/7 On-Call Service
 Sales, Rentals & Traffic Services
1-800-561-6639 **stinson.ca**

RB: Infrastructure Ontario has become more involved in government infrastructure projects (e.g., the IO P3 model). What impact does that have on PHM's project pipeline?

JGH: I don't see any impact on our pipeline and the projects we deliver. We value the commercial expertise that Infrastructure Ontario offers us, and we continue to deliver projects in ways that best suit the scope and needs of the project and what delivers the best value.

P3s are nothing new for us; we have completed the Rt. Hon. Herb Gray Parkway in Windsor, Highway 401, and we've also got other P3 projects underway. In fact, we use a number of traditional delivery models, like design-bid-build, design-build, construction manager, general contractor and P3. Using all of those different models has worked very well for MTO, and, at the end of the day, it's about getting the work done efficiently and effectively.

RB: Civil engineering is still a male-dominated field. What can organizations like ORBA do to encourage more women to enter the sector – especially in a time of workforce transition?

JGH: It's really about reaching out to girls – and to everyone – early on in their education about considering engineering as a career. That means even before high school. We need them to know what it's like to be in the industry, and what engineering is all about. We need to advise them on their possibilities and get them excited about science, technology, engineering and math. It's about opening up those opportunities at a very young age and encouraging them to take the first steps into the field.

As for tangible steps, it would be good to develop more programs like the Professional Engineers Ontario's 30 by 30 Task Force, which aims to increase the number of women in engineering to 30 per cent. Holding construction weeks for students, awareness initiatives and programs before high school gets the word out there and lets them see the phenomenal work that gets done in the construction industry. ■

Experience the Progress.



L 550 XPower®

XPower® is an innovative machine concept that combines performance, fuel efficiency, robustness and comfort. With their power split driveline, XPower® wheel loader work with the greatest level of efficiency in all applications. For more information, contact us at 1 800-387-3922.

Liebherr-Canada Ltd.
 1015 Sutton Drive, Burlington, ON L7L 5Z8
 E-mail: infor.lca@liebherr.com
www.facebook.com/LiebherrConstruction
www.liebherr.ca • Instagram @liebherrcanadaltd

LIEBHERR



North America's Trusted Surety Experts

As leading surety experts, we create innovative solutions tailored to meet your needs in an ever-changing marketplace.

Contact your broker to learn more today.

Intact.ca

Red Square Brackets Design and Intact Insurance Design are trademarks of Intact Financial Corporation used under license.
©2020 Intact Insurance Company. All rights reserved.



20397 (3-20)



GAIN GROUND.



Success for your operation is built on productivity and John Deere's 210G LC Excavator delivers the output you need. Precision controls, unmatched metering, and smooth multifunction operation let you finish the job faster and at a lower cost. And, Topcon 2D and 3D grade control systems maximize the capacity of your 210G, making it easier than ever to control material usage and eliminate over-excavating. Best of all, these machines are backed by Brandt; the best-trained and most committed 24/7 after-sales support team in the business.

That's Powerful Value. Delivered.

**NEED FAST, FLEXIBLE
FINANCING? WE DELIVER.**

Call TOLL FREE: 1-855-711-4545 or visit brandtfinance.com

brandt.ca | 1-888-227-2638

Brandt

THE ORBA ADVANTAGE

ORBA'S AFFINITY PROGRAM QUADRUPLES NUMBER OF PARTNERS AND IS STILL GROWING!

In just nine short months, the Ontario Road Builders' Association's Advantage member affinity program has quadrupled in size to now include 35 corporate partners offering a robust array of benefits that rival the best association programs in Canada.

"Our goal for the ORBA Advantage program is to not only offer member benefits, but to offer an elite level of partners and benefits that will help to increase the bottom line for our members," says ORBA CEO Bryan Hocking. "As an association, part of our job is to give members the tools they need to be as successful as they can be. Creating a one-stop shop to help immediately cut members' expenses allows them to invest this money and time elsewhere."

When John Zottola, ORBA Manager of Membership Development, joined the ORBA team in June 2019, one of his first priorities was to add value to an already outstanding program. "While a 400-per-cent expansion of the program may sound daunting, my



ORBA Manager of Membership Development John Zottola aims to grow the association's affinity program to 80 partners

job is really made easy because of the high calibre of our members," Zottola explains, adding, "When potential high-profile partners understand the breadth of our membership and the prestige they bring, these partners are eager to join the program and offer top-notch solutions

that benefit member companies and their employees."

ORBA Advantage recent strategic partnerships also include a number of multinational companies such as American Express, Esso, ADP, Lenovo and UPS. Members can drive down costs with savings on fuel, laptops, shipping and HR & payroll or increase cash flow with liquidity solutions.

Zottola starts most of his days in the ORBA office reaching out to potential partners. "It starts with a cold call, like it did with American Express, with the goal of sharing my vision for an exciting partnership with our members," he says. "Through communication, creativity, and hard work from everyone involved, a dynamic partnership is formed."

ORBA is now looking forward to expanding the program further - to up to 80 partners. ■

For the most current information on the ORBA Advantage program please visit <https://orba.org/advantage/>. If you have questions regarding the program, please contact John Zottola at john.zottola@orba.org or call 905-507-1107 x222.



Proudly Maintaining Canadian Roads since 1988

www.emconservices.ca

Building the road ahead paves the way for a prosperous future!

BC Corporate Head Office:
 #105-1121 McFarlane Way
 Merritt, BC V1K 1B9
 Phone: 250-378-4176
 Fax: 250-378-4106

Alberta Corporate Office:
 9050 14th Street
 Edmonton, AB T6P 0B7
 Phone: 780-449-0502
 Fax: 780-449-0574

Ontario Corporate Office:
 6130 Edwards Blvd
 Mississauga, ON L5T 2V7
 Phone: 905-670-3080
 Fax: 905-670-3716

Welcome New ORBA Advantage Partners!




DON'T
do business
WITHOUT IT™



Mobil



FCA

FIAT CHRYSLER AUTOMOBILES

Lenovo



3M



Scotia Wealth Management™

Jim Sanderson Group

Aggregate Industries Wealth Management



CERTARUS



CLUBLINK
one membership. more golf.

CHELSEA
Hotel
TORONTO



ZANCHIN
AUTOMOTIVE GROUP
zanchinauto.com



Hertz



CHOICE
HOTELS®



Thrifty
CAR RENTAL®



dollar.
CAR RENTAL™

EDUCATION

ORBA ONLINE COURSES

Did you know that ORBA offers a variety of industry-specific online courses for continuous learning, available throughout the year? ORBA's range of online courses, powered by Buildforce, offers a flexible and unique opportunity to learn at your own pace, from any home or office at any time. All courses are part of the Gold Seal Certification program.

For more information and to register, go to www.orba.org/onlinecourses.



ORBA ROAD BUILDING ACADEMY 2020 – GREAT SUCCESS FOR CONTINUING EDUCATION IN THE ROAD BUILDING INDUSTRY!

ORBA has been offering the Academy to members and the greater industry since 2007. The 2020 ORBA Road Building Academy week brought together a record 307 students between February 24 and February 28, 2020 for a successful week of learning, networking and professional development. The 2020 program featured 25 courses, including 11 brand new courses that provided information and guidance on the most relevant topics of our industry.

ORBA is developing its 2021 Road Building Academy program. If you have any suggestions on courses you would like to see offered, please reach out to Abigail Wright Pereira, Director, Marketing & Communications, at abigail.wright@orba.org.



H. Wayne Jones, Asphalt Institute's Regional Engineer, provides instruction at the Paving Inspector Course offered for the first time in Canada

2020 ROAD BUILDING ACADEMY TESTIMONIALS

"[Introduction to Design of Roadway Protection Systems and Cofferdams] is one of the best instruction courses I've taken. I have attended courses through another program, however at the Academy the instructors are excellent and the course is very focused. I can apply this knowledge right away and this quality of instruction is comparable to what I received at McMaster University. I will use this knowledge to estimate on bids."

— Scott Beeson, Project Engineer, Pedersen Construction

COURSE: Introduction to Design of Roadway Protection Systems and Cofferdams

INSTRUCTORS: Mike Justason, P.Eng, MBA, M.Eng, Associate Professor, McMaster University, and Andrew Wertz, P.Eng, Vice President, Eastern Canada, BAUER Foundations Canada

"The Emotional Intelligence course was engaging and interactive. I can apply this right away. As a supervisor, I deal with many different people on the job site. This course helped to build better inter-relational skills, people skills and will better equip me on how to work as an inclusive team. Also, the networking aspect of Academy is great. I've gotten to meet several different people from multiple companies. It has definitely been worth the drive down from Sudbury."

— Ryan Campsall, Construction Supervisor, Pioneer Construction

COURSE: Emotional Intelligence in Leadership

INSTRUCTOR: Nancy Watt, President of Nancy Watt Communications

DEADLINE FOR APPLICATIONS FOR ORBA CIVIL ENGINEERING AND CIVIL ENGINEERING TECHNOLOGY SCHOLARSHIPS IS AUGUST 31, 2020

Do you know a student entering his or her first year in a civil engineering program at a university in Ontario or a civil engineering technology program at an Ontario college who has top grades and a keen interest in a career in the road building industry? If so, have them apply now for the ORBA 2020 Civil Engineering or Civil Engineering Technology Scholarship. Each scholarship is worth \$2,000 and the deadline to apply is AUGUST 31, 2020.

For more information, please go to www.orba.org/scholarships/.





ORBA WEEKLY WEBINAR SERIES:

CVID-19 & THE ROAD BUILDING INDUSTRY

ORBA OFFERS WEEKLY WEBINAR SERIES

Webinars will provide expertise from health and safety, technology, human resources, legal and financial sectors to assist the industry in navigating the rapidly changing landscape in the wake of the pandemic.

WEBINARS ARE ON FRIDAYS

**12:00 p.m. to 1:00 p.m.
MAY 1 to JUNE 26**

Registration is complimentary. Learn more and register today at
<https://orba.org/weekly-webinar-series-covid-19-the-road-building-industry/>



NEW MEMBERS



AMERICAN EXPRESS

"Don't Do Business Without It." Helping you do more business is our business. We help businesses grow through solutions that include cash flow management, providing working capital opportunities and lucrative rewards. Contact us to find out more about how we can help your business grow. If you would like to find out more about how you can sign up for a card visit:

www.americanexpress.ca/ORBA



ADP CANADA

We are a comprehensive global provider of cloud-based human capital management (HCM) solutions that unite talent, time, tax and benefits. As a leader in business outsourcing services and analytics, our experience, deep insights and cutting-edge technology have transformed human resources from a back-office administrative function to a strategic business advantage. Whether you're tracking and paying employees across multiple jobs at multiple pay rates, or just trying to manage everything from your job site, see how we can help make all that busy work simple and streamlined.

www.adp.ca/en.aspx

ASPHALTE-EQUIPEMENTS CANADA INC

Pierre Pimparé

asphalteequipement@gmail.com

514-292-2660

611 Rue De L'ermitage

Rosemere, QC J7A 4Y8



CERTARUS LTD

Certarus delivers compressed natural gas (CNG) to mobile and stationary asphalt plants to help operators gain a competitive edge through reduced fuel and maintenance costs. CNG burns hot and clean, delivers a consistent fuel quality and won't dirty filter bag houses. Certarus' automated remote monitoring means accurate dispatching and peace of mind for operators. Certarus provides natural gas for other industrial applications such as power generation, grain drying and mine air heating, among others.

www.certarus.com



FERROVIAL AGROMAN CANADA INC.,

Ferrovial is one of the world's leading infrastructure operators and municipal services companies, committed to developing sustainable solutions. Our company has more than 92,113 employees and a global presence in six main markets. It is a member of Spain's blue-chip IBEX 35 Index and is also included in prestigious sustainability indices such as the Dow Jones Sustainability Index and FTSE4Good.

www.ferrovial.com/en-ca/company/about-us/



GENEQ INC.

Sales and after sales services of lab field-materials testing equipment, including aggregates, asphalt, bitumen, cement, concrete, soil, geotechnical monitoring instruments, steel, plastic, rubber, coatings and general lab devices, etc. Our asphalt testing equipment is in line with ASTM, AASHTO and MTO standards and covers all certification programs for mix compliance and design (Marshall and Superpave), binder, pavement and performance graded asphalt cements.

www.geneq.com



LAYFIELD GEOSYNTHETICS

Layfield Geosynthetics is an integrated organization that provides tailored polymer-based solutions that are proven to protect our families, communities and environment. Layfield is a proud supplier of innovative geosynthetic solutions for soil reinforcement applications, supplying next generation products. Layfield has a full line of erosion control blankets, turf reinforcement mats, BMPs, geogrids, woven and non-woven geotextiles, high performance/efficiency geotextiles, tarps and enclosure systems and construction film products. We also manufacture geomembranes.

www.layfieldgroup.com



SIERRA CONSTRUCTION GROUP

Sierra Construction, established in 1994, is an independently owned and managed general contracting firm providing project and construction management, as well as integrated construction services in a variety of sectors through our design/build, heavy civil, and land development divisions for over 20 years. Sierra constantly strives to provide our employees with safe working conditions and our clients with environmentally responsible job sites and professional construction management. Our prime objective is to sit on the same side of the table as our clients to plan and build their future.

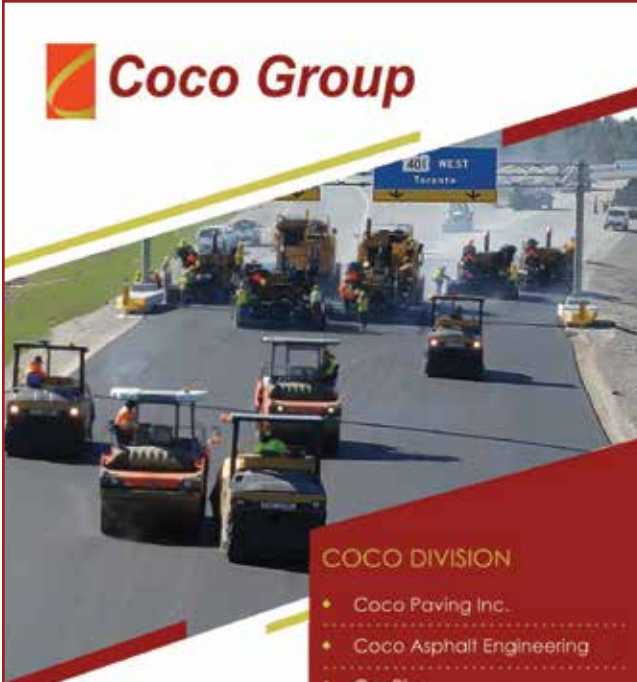
www.sierraconstruction.ca/about-us



TREAD TECHNOLOGIES INC.

Tread is a web and mobile platform that helps construction companies gather actionable data on their subcontracted trucking operations. Tread's platform replaces the traditional method of subcontracting construction material haulers, which relies on phone calls, spreadsheets and paper tickets. The platform provides operations staff with tools to dispatch, live track and collect paperwork from their hauling vendors. By gathering operational data, Tread is able to provide partners with customized reporting related to vendor performance, job costing and safety.

www.tread.io



Coco Group

COCO DIVISION

- ◆ Coco Paving Inc.
- ◆ Coco Asphalt Engineering
- ◆ Co- Pipe
- ◆ Coco Aggregates
- ◆ Russell - Redi-Mix and Langenburg Redi-Mix
- ◆ Coco Properties Corporation

949 Wilson Avenue,
Toronto, ON M3K 1G2
Phone: 1-416-633-9670
Fax: 1-416-633-6765



Ontario's Independent
Asphalt Cement Supplier

ROADBuilder

PROFESSIONAL SERVICES DIRECTORY

AGGREGATES

Coco Group Inc.29
www.cocogroup.com

Walker Aggregates Inc.19
www.walkerind.com

ASPHALT & EMULSIONS

Canadian Asphalt Industries Inc.29
www.canadianasphalt.com

Coco Group Inc.29
www.cocogroup.com

McAsphalt Industries Ltd.
 Inside Front Cover
www.mcasphalt.com

ASPHALT ADDITIVES

NILEX21
www.nilex.com

ASPHALT PAVING

Coco Group Inc.29
www.cocogroup.com

ASPHALT SERVICES & SUPPLY

Upper Canada Road Services Inc.8
www.uppercanadaasphalt.com

BLADE SALES & SERVICE

Valley Blades Limited14
www.valleyblades.com

CIVIL ENGINEERING TESTING EQUIPMENT

Geneq18
www.geneq.com

CONSTRUCTION EQUIPMENT

Brandt Group of Companies/
 Brandt Tractor23
www.brandt.ca

DUST CONTROL

NILEX21
www.nilex.com

EQUIPMENT RENTALS/SALES & SERVICES

Cansel15
www.cansel.ca

EQUIPMENT SALES/PARTS & REPAIR

BPT Components & Parts19
www.bpt.ca

EROSION CONTROL

NILEX21
www.nilex.com

FOUNDATION EQUIPMENT

Birmingham Foundation Solutions11
www.birmingham.com

GUARD RAILS, SIGNPOSTS, GUARD RAIL TREATMENTS

Peninsula Construction Inc.19
www.peninsula.ca

HEAVY EQUIPMENT

GeoShack North America Inc.7
www.geoshack.com

Liebherr-Canada Ltd.22
www.liebherr.com

HEAVY EQUIPMENT SALES & SERVICE

Brandt Group of Companies/
 Brandt Tractor23
www.brandt.ca

Toromont Inside Back Cover
toromont.com

HEAVY ROAD EQUIPMENT

Roadtec5
www.roadtec.com

INSURANCE

HUB International Limited19
www.hubinternational.com

Intact Insurance23
www.intact.ca

The Guarantee Company of
 North America23
www.thegarantee.com

MECHANICAL CONTRACTORS

Emcon Services Inc.24
www.emconservices.ca

MUNICIPAL CASTINGS

Cedar Infrastructure Products17
www.cedarcip.com

PAVERS

NILEX21
www.nilex.com

POWER SWEEPING & STREET FLUSHING

Centennial Sweeping16
www.centennialsweeping.com

RETAINED SOIL SYSTEMS

NILEX21
www.nilex.com

ROAD CONSTRUCTION

Cedar Infrastructure Products17
www.cedarcip.com

Coco Group Inc.29
www.cocogroup.com

NILEX21
www.nilex.com

ROAD SIGNS & TRAFFIC CONTROL

Stinson Owl-Lite22
www.stinson.ca

SAND & GRAVEL

Hutcheson Sand & Gravel16
www.hutchesonsand.com

SNOW, ICE & TRUCK EQUIPMENT

Viking-Cives Ltd.10
vikingcives.com

TRAFFIC CONTROLS AND RENTAL

Powell Contracting9
www.pgctrffic.ca

TRAFFIC CONTROLS/SAFETY PRODUCTS

Ontario Barrier Wall Ltd.3
www.ontariobw.ca

TRIMBLE CONSTRUCTION TECHNOLOGY

SITECH Mid-Canada Ltd.4
sitechmidcanada.com

UNIONS

LiUNA Local 1059
 Outside Back Cover
www.liunaopdc.ca

Dig deeper with less investment.

EXCAVATOR

RENTAL ON DEMAND

Toromont Heavy Rentals makes it
easy and affordable.

- Over 250 excavators available to rent daily, weekly or monthly
- Wide selection of 20-49 ton models
- All machines connected with Product Link monitoring

**WHY
RENT?**

✓
**CONTROL YOUR
CASH.**

Rent by day/week/
month, as needed.

✓
**WIN MORE
WORK.**

Add the equipment
you need, without
investing.

✓
**MANAGE CHANGES.
FINISH ON TIME.**

Avoid delays and
downtime – Never get
caught short-handed!



600+
MACHINES



1 600+
TECHNICIANS



24/7
SERVICE



45
LOCATIONS

GET A QUOTE TODAY!

1 877 887-5335 | toromontcat.com/rental

TOROMONT



YOU NEED WORK-READY EMPLOYEES.

WE'RE HERE TO TRAIN THEM.

Highly trained, safety-conscious and skilled, LIUNA members are the right people for the job.

Employers know that LIUNA provides more comprehensive, advanced training for its members than any other union in Canada. LIUNA is committed to training and has created partnerships with employers including investments by our pension fund in P3 projects.

Hands-on training through the Construction Craft Worker (CCW) Apprenticeship Program is available for all LIUNA members to ensure a safe, productive workforce. Members are ready to work safely from their first day on the job, making them a valuable asset to employers.

LIUNA represents more than 80,000 members in all sectors of the construction industry in Ontario including; industrial, commercial and institutional (ICI), residential, roads, gas pipeline, sewer and watermain, electrical power systems, demolition, utilities and heavy engineering.

Visit liunaopdc.org/affiliated-local-unions to find a LIUNA local affiliate near you.



LIUNA!

Ontario Provincial District Council