



# CENTRAL ALBERTA BUILDER

2023/2024  
OFFICIAL PUBLICATION OF THE RED DEER CONSTRUCTION ASSOCIATION



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BUILDING DREAMS, SHAPING MINDS: ST. LORENZO RUIZ MIDDLE SCHOOL OPENS IN RED DEER

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Red Deer  
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### Published by:

DEL Communications Inc.  
Suite 300, 6 Roslyn Road  
Winnipeg, MB R3L 0G5  
[www.delcommunications.com](http://www.delcommunications.com)

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### Production services provided by:

S.G. Bennett Marketing Services  
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### Cover photo:

CENTRAL ALBERTA CHILD  
ADVOCACY CENTRE  
CONTRACTOR: EAGLE BUILDERS LP

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### Publications mail agreement #40934510

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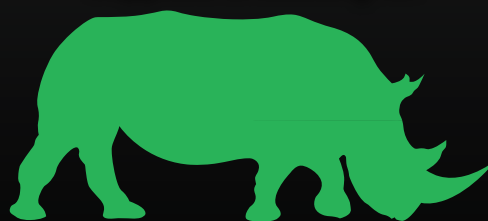
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## *Message from the president of the RDCA* **Thomas Sypkes**

This past year, the RDCA board has seen a few changes that have altered the landscape in our organization. We have seen two key board members step down – Joel Gingrich of Red Deer Polytechnic, whose perspective and passion for the trades shone brightly through his work on the board, and Vic Walls with Border Paving, whose experience and wisdom helped guide the decision-making for many years. We thank these board members for their time and energy, and though they will be missed, it has opened opportunities for new and different perspectives on our board. This past February we welcomed three new board members, Gord Clark with Q&Q Fencing Ltd., Dustin Edey with Emco Waterworks,

and Bruce Martin with Border Paving. We are grateful for their contributions to the work we do and look forward to continuing to work together.

Provincially and nationally, we continue to participate with the Alberta Construction Association, as well as the Canadian Construction Association. It has been excellent to see the RDCA recognized on the national level with our own executive director, Gary Gies, being asked to be a member of one of the National Advisory Councils representing local construction associations. Gary and I were able to participate in Hill Day last November where, once a year, the construction community assembles in Ottawa to have meetings with MPs to discuss

current challenges within the industry. Labour shortages across the nation were a notable concern and we were able to explain these challenges directly to the MPs and discuss possible solutions. We will have an opportunity to do this again in November of 2023 and we are looking forward to continued advocacy and actionable solutions.

Locally, we are fortunate to meet regularly with the City of Red Deer, both with the licencing and inspections department, but also as part of a designated task force made up of City of Red Deer employees and RDCA board members. Both groups are invested in building a relationship focused on finding solutions to improve our community – solutions that work for both the city and the construction industry. Through active participation on both sides, our task force has made many improvements and achieved many of the goals we have set with the support of the city manager. We look forward to growing this relationship and are optimistic that this arrangement can be replicated with other local municipalities.

Various events that the RDCA hosts throughout the year continue to enrich our construction community. In the past year, we hosted our first curling bonspiel. The annual Christmas Breakfast was held early in December and it was attended by 130 people. The event was a great way to connect with members before the end of the year. We also wit-

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*Locally, we are fortunate to meet regularly with the City of Red Deer, both with the licencing and inspections department, but also as part of a designated task force made up of City of Red Deer employees and RDCA board members.*

nessed several organizations being added to our capital projects presentation. The Day of Mourning was recognized near the end of April at Bower Ponds and featured the addition of a new fruit tree. The Golf Classic was held in June at Alberta Springs Golf Course and the weather was exceptional this year. As always, we enjoyed a strong turnout and some friendly competition. Our Annual BBQ was hosted at the RDCA this year and while we needed to reschedule due to inclement weather, we were pleased to host the construction community this past August.

Proceeds and donations from these events have allowed us to award 15 scholarships totaling \$10,000 over the past year. This brings the RDCA's total scholarship contribution to \$163,000, spread across 258 recipients since 2004. We look forward to celebrating the learning and achievements of our apprentices this fall at our Annual Scholarship Awards ceremony.

Connecting RDCA members with project owners and building opportunities via BuildWorks continues to be a large part of what the RDCA does on a daily basis. On average, 3,500 projects are posted throughout Alberta annually. While the RDCA has never stopped providing access to courses and educational content over the past few years, we are pleased to announce that we will be welcoming back in-person classes in our upstairs classroom starting this fall.

I'd like to take this opportunity to thank you all for your continued support of the RDCA. Without our members and this larger community that we have developed together, we would not

be able to provide advocacy, networking opportunities, or education to the level that we have. We are looking forward to continued growth in the year ahead and will continue to be grateful for your

participation in that pursuit. 🏗️



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## Message from the executive director of the RDCA

# Gary Gies

We truly thank you for taking time to read this year's *Central Alberta Builder*. For over 65 years, the RDCA has had a long tradition in our region, supporting the commercial construction industry and our local community. We are proud to be able to report on our industry locally, and the stories behind the scenes from our many members.



A core priority for the association is to represent and be the voice for our local industry. This exists on many levels, and one in particular has been our advocacy work with our local municipalities and collaborating to improve tendering guidelines. A number of best practices have been implemented over this past year and we are beginning to witness improvements early on in the tendering process, creating better communication all the way throughout the construction phase. Our annual capital projects presentation with our surrounding municipalities continues to grow and is a key information source for the industry. The presentation not only outlines construction projects for the upcoming year, but provides a space for our municipal administrations and industry to collaborate.

With stronger competition these days when bidding on work, the RDCA strives to provide our members with

insight information to aid them with project analytics, trends, yearly permit values, as well as trade scope analysis. Our mid- and year-end procurement reports are a centralized focus on construction in our region and is a unique tool for our members looking for industry information and a competitive advantage in Central Alberta.



Over the past year, we have started to witness somewhat of a return to the quantity of work we saw prior to the pandemic. A number of factors are still at the forefront, however, including many municipalities dealing with financial impacts, a stall in private investment with higher interest rates, and material costs and supply chain issues. But likely the largest factor would be the labour and skilled trade shortage. With nearly 15 per cent of the population in our region employed in the construction sector, we are witnessing a shortage of three to five per cent currently and this likely will continue to grow.

Alberta's number-one procurement platform, BuildWorks Canada, remains a viable and valued resource for our industry within the province. In 2023, there have been well over 4,500 projects posted to the platform. The procurement team with BuildWorks Canada was pleased to welcome Sarah Aspinall as operations director in 2023, with aspi-

rations of increasing the experience for our users and overall product interface.

The platform is operated by the eight local construction associations across Alberta along with four in Saskatchewan. The expertise, experience, and connectivity of the associations in each region really brings a strong local industry focus to the program. The associations have a rich history of strong relationships with public and private owners, architects, engineers, suppliers, and contractors to have the most reliable, up-to-date information that the industry requires to be successful.



It has been a relief to return to in-person functions and being able to host many of our popular events for our members and our community.

Our Building Central Alberta – Commercial Construction Awards Gala was held in March this year. This event is highly regarded with our members and not only kicks off a new year of construction, but allows for great networking and connecting back with many industry acquaintances. We presented five awards at the gala to our member companies showcasing their talents over the past year. Please take the chance to read the complete report on our awards within this publication.

In June, our flagship event, the annual RDCA Golf Classic returned. With over





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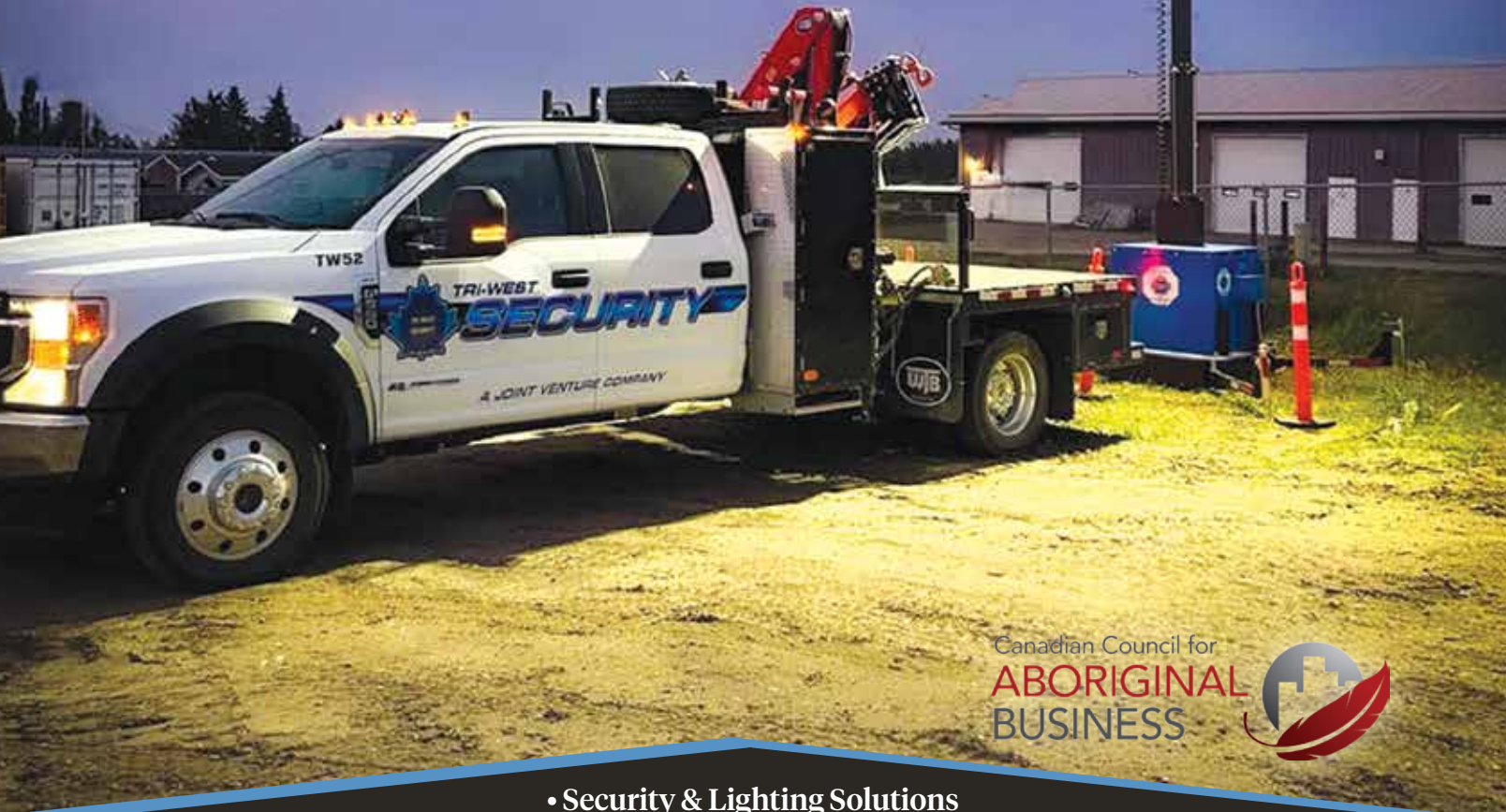
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200 golfers, vendors, and volunteers, the Classic didn't disappoint. We want to thank all of our sponsors that helped us make this such a special event. We were fortunate that through donations and auction items, a generous amount was collected for our scholarship program.

In August, we hosted over 125 members, dignitaries, and industry vendors at our 12th annual member BBQ. We want to thank the BBQ pit masters at Executive Home Building Centre for indulging us with their amazing BBQ! We appreciate everyone who contributed and volunteered for this event.

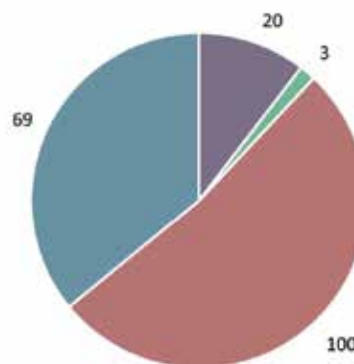
New events include our Curling Bonspiel, which turned out to be a fun event for our members, and we will be introducing an indoor golf tournament in 2024.

Lastly, we held our Scholarship Ceremony for member apprentices at Red Deer Polytechnic in October. We are proud to support our apprentices during their training and want to acknowledge and thank our loyal members who contribute to the program. Please see the write-up in this publication for more information.

I hope you enjoy this year's edition of the *Central Alberta Builder*. We encourage you to connect with the RDCA for all your construction-related needs. I want to acknowledge our board of directors for their vision and tireless efforts in supporting our local industry and transforming our association into one of the most progressive organizations in Central Alberta. And lastly to our members for their dedication and passion for building the communities that we live, work, and play. Stay safe and all the best to you in the coming year. 🏡



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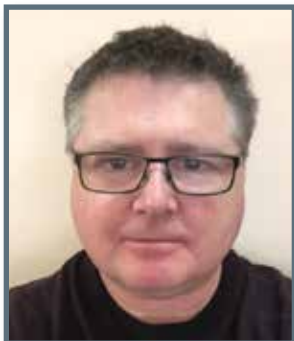
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# RDCA Scholarship Program report



The RDCA's Scholarship Program was established in 2004 to provide support, recognition, and encouragement to our local apprentices to complete their training programs. We are proud to have successfully awarded over \$163,000 to member apprentices since its inception 19 years ago. With over 258 recipients since its inception, the program continues to grow and be recognized throughout the industry as a resource for apprentices to support them in their careers.

This year the association is proud to award 15 scholarships to help towards their ongoing schooling. The scholarship committee of the RDCA awarded three \$1,000 awards, four \$750 awards, and eight \$500

awards. Out of these winners this year, we had representation from seven different trades (Sheet Metal, Plumbing & Gas Fitting, Sprinkler Systems, Refrigeration, Crane Operator, Carpentry, and Electrical), with all attending one of the following schools/organizations: Red Deer Polytechnic, NAIT, or SAIT.

This program is funded through our many events, along with the generous donations from several of our member companies. We want to acknowledge Hawk Custom Sheet Metal and the Parkland Regional Safety Committee (PRSC) for their donations this year. Thank you for your continued support and dedication in investing in our industry's future. 🏡



## 2023 RDCA Scholarship Winners

### \$1,000 Winners

Scholarship Recipient	Company	Trade
Ryker Hirney	McMullen's Refrigeration & Heating Ltd.	Refrigeration
Blaine Raymer	Triple A Electric Ltd.	Electrical
Kennedy Gorman	Clark Builders	Carpentry

### \$750 Winners

Scholarship Recipient	Company	Trade
Travis Henderson	Bruin's Plumbing & Heating Ltd.	Plumbing/Gas Fitting
Christopher Anderson	Quickline Crane/Eagle Builders LP	Crane Operator
Zac Manning	World Class Contracting Ltd.	Plumbing/Gas Fitting
Ben Charles	World Class Contracting Ltd.	Plumbing/Gas Fitting

### \$500 Winners

Scholarship Recipient	Company	Trade
Spencer Scott	Central Alberta Fire Protection	Sprinkler Systems
Ryan Lake	McMullen's Refrigeration & Heating Ltd.	Sheet Metal
Ram Tamang	Bruin's Plumbing & Heating Ltd.	Plumbing/Gas Fitting
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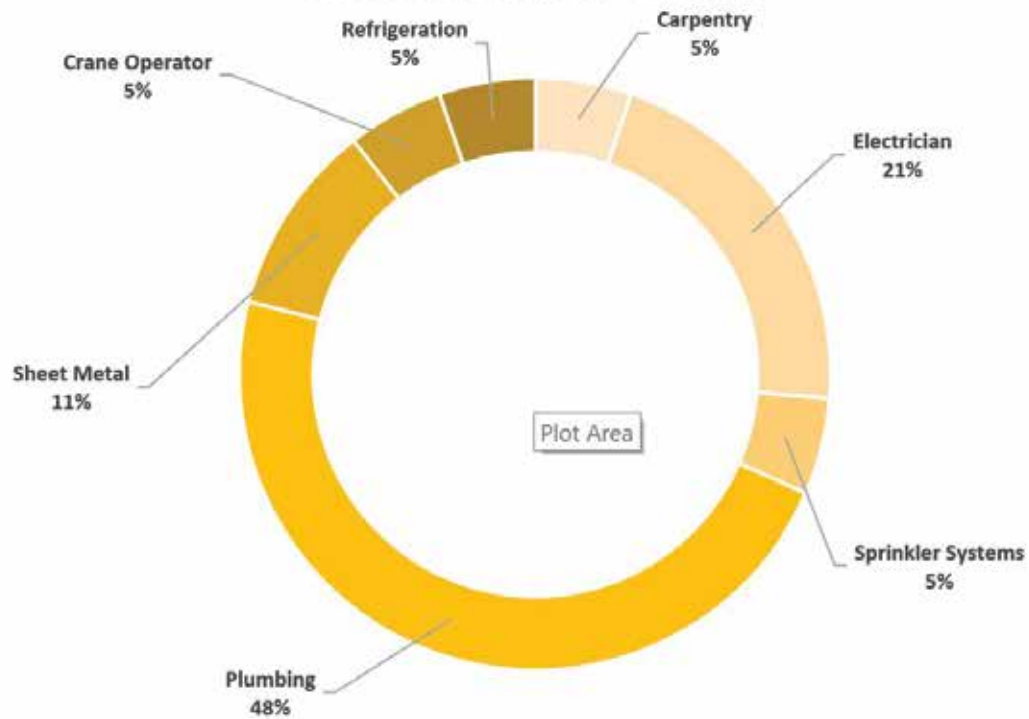
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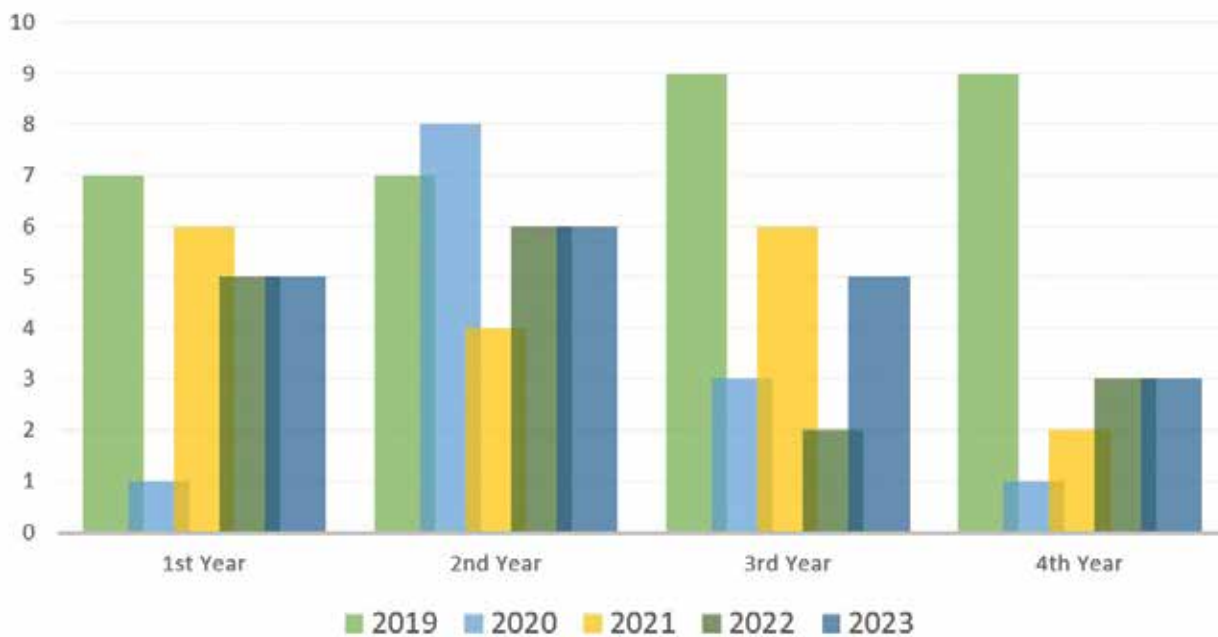
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### Scholarship Program - By Trade



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### Scholarship Program - By Apprentice Year





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# Building Central Alberta - Construction Awards Reception

The RDCA Commercial Construction Awards each year acknowledges the outstanding contributions of our member companies. The awards cover various types of construction, and our selection committee reviews a number of criteria including safety compliance, value analysis, challenges and/or difficulties companies face during construction and their ability to be innovative.

These awards are open to member companies each year from September to January and are a great opportunity to showcase your talents,

market your accomplishments, and receive recognition from your local peers.

We want to thank our title sponsor RSM Canada for their dedication and support of our local industry, along with all the sponsors that helped us to put on another great event.

The awards were based on projects that were substantially completed in 2022. There were 11 nominees selected for this year's awards, and we would like to congratulate and acknowledge all these companies for their excellent accomplishments. 🏡

## *Project of the Year – Over \$7.5 Million Category – General Contractor*

General Contractor: **Scott Builders Inc.**

Project: **Pine Valley Senior's Lodge**

Project Cost: **\$32,355,029**

Size: **97,430 sq. ft.**





**Project of the Year – Under \$7.5 Million Category – General Contractor**

General Contractor: **Chandos Construction**

Project: **Ed Howell Emergency Services Training Tower**

Project Cost: **\$4,572,525**

Consultants: **Group2 Architecture & Interior Design Ltd.**

Size: **3,040 sq. ft.**



**Project of the Year – Renovation/ Addition/Tenant Improvement  
– General Contractor**

General Contractor: **Scott Builders Inc.**

Project: **Intermediate Central School Renovation**

Project Cost: **\$3,870,000**

Size: **23,045 sq. ft.**



### Subcontractor of the Year Award

Company: **Central Alberta Tile One**

Principles: **Shannon Moench, Troy Larson, Dean Gillespie**

Areas of Expertise: **Commercial, residential, multi-family, institutional, education, sports and leisure, and municipal facilities.**



### Contractor's Choice Award

Company: **Red Deer Fasteners & Tools**

General Manager: **Mike Guignard**

Areas of Expertise: **Distribution source for industrial, construction, manufacturing, and maintenance applications. They specialize in hand tools, portable & stationary power tools, safety supplies, adhesives, and cutting tools.**



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RDCA - COMMERCIAL CONSTRUCTION AWARDS

**MARCH, 2024**



# 2023 RDCA events recap

The RDCA hosts a myriad of events throughout the year, spanning a wide spectrum of industry gatherings, enlightening events, and invaluable networking opportunities. These occasions serve as a testament to the association's commitment to facilitating knowledge exchange and fostering professional growth within the construction sector.



## Building Central Alberta Gala - Commercial Construction Awards

We celebrated our eighth year of our Central Alberta Commercial Construction Awards in March. Our awards recognize our members for the excellent work they do to build our local communities. We want to thank our many sponsors for making this our largest event of the year and we also want to acknowledge RSM Canada of Red Deer for their dedication and support of our industry and as our title sponsor.





## RDCA Annual Golf Classic

This is one event our members have marked down on their calendars each year as the 'Classic' is a staple for our association. This sold-out event brings together everyone connected within the Central Alberta construction industry. This event would not be the success it is without our amazing sponsors. Donations raised go towards our annual scholarship program, along with the Tools for School program at the Women's Outreach Centre.







### RDCA Inaugural Curling Bonspiel

In November, we welcomed over 40 members to our first annual curling bonspiel. The teams navigated through a series of challenges with a twist on the traditional game.



### RDCA Annual Member Appreciation BBQ

Summertime is for kicking back, enjoying the sunshine, and getting together with friends. The RDCA Member Appreciation BBQ took place in August and we stepped it up this year welcoming the Executive Home Building team as our special BBQ Pit Masters. This event is put on in partnership with the Parkland Regional Safety Committee (PRSC), along with many of our industry vendors. Thank you to our members, volunteers, and guests for attending.





## Annual Christmas Breakfast

We put a bow on another construction year with our popular Christmas Breakfast. This festive event allows our members to network and catch up with fellow industry friends, community leaders, and business partners.



*Keep a lookout in 2024 for the RDCA Indoor Golf Championship!*

*“We have the job. But do they have the funding?”*



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# 2024 Event Guide & Sponsorship

## February 1, 2024: RDCA Open Indoor Golf Tournament Sponsorship

Name & Logo Recognition in Bi-Weekly Newsletter		Name & Logo Recognition in Annual Publication	
Team Registration	X		X

## February 22, 2024: Annual General Meeting (AGM) - Virtual

## March 14, 2024: Building Central Alberta Evening & Commercial Construction Awards Sponsorship

	Title Sponsor	Platinum Sponsor(s)	Bar Sponsor	Gold Sponsor(s)	Wine Pull Sponsor(s)	Silver Sponsor(s)	Draw Sponsor(s)
Sponsorship	\$ 3,000	\$ 1,500	\$ 1,000 (2)	\$ 1,000	\$400	\$500	\$250
Event Tickets	8	4	2	2		1	
Name & Logo Recognition at Event	X	X	X	X	X	X	X
Name & Logo Recognition in Bi-Weekly Newsletter	X	X	X	X	X	X	X
Name & Logo Recognition in Annual Publication	X	X	X	X	X	X	X
Name & Logo Recognition on Social Media	X	X	X	X	X	X	X



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## June 21, 2024: Annual Golf Classic

		Golf Registrations Included	Name & Logo Recognition at Event	Name & Logo Recognition on GPS in Carts	Name & Logo Displayed in the Event Tent & Presentation	Name & Logo Recognition in Bi-Weekly Newsletter	Name & Logo Recognition in Annual Publication	Name & Logo Recognition on Social Media
Platinum Sponsor(s)	\$1,200	4	X		X	X	X	X
Gold Sponsor(s)	\$750	2	X		X	X	X	X
Silver Sponsor(s)	\$500	1	X		X	X	X	X
Burger Bar Sponsor(s)	\$600	1	X		X	X	X	X
Coffee Bar Sponsor	\$400							
Cart Sponsor(s)	\$300 (2)		X		X	X	X	X
Putting Challenge Sponsor(s)	\$200		X		X	X	X	X
Hole in One Sponsor(s)	Insurance & Volunteer Required \$200		X	X	X	X	X	X
Hole Sponsor(s)	\$200		X	X	X	X	X	X
Water Sponsor	Provide Bottled Water for golfers for the day		X		X	X	X	X
Prize Sponsor(s)	\$100		X		X	X	X	X

## November 22, 2024: RDCA FunSpiel Curling Bonspiel Sponsorship

		Curling Registration Included	Name & Logo Recognition at Event	Name & Logo Recognition in Bi-Weekly Newsletter	Name & Logo Recognition in Annual Publication	Name & Logo Recognition on Social Media
Platinum	\$200	2	X	X	X	X
Gold	\$100	1	X	X	X	X
Silver	\$75		X	X	X	

## August 2024: Annual Member Appreciation BBQ Sponsorship

		Name & Logo Recognition at Event	Name & Logo Recognition in Bi-Weekly Newsletter	Name & Logo Recognition in Annual Publication	Name & Logo Recognition on Social Media
Location & Food Sponsor(s)	\$800	X	X	X	X

## December 4, 2024: Annual Christmas Breakfast Sponsorship

		Name & Logo Recognition at Event	Name & Logo Recognition in Bi-Weekly Newsletter	Name & Logo Recognition in Annual Publication
Silent Auction Items	Proceeds go towards the Annual Scholarship Awards	X	X	X



# Legacy Distinction VIC WALLS

## Vic Walls – Legacy Distinction Award

The industry was honoured and privileged to recognize and acknowledge a true pioneer, Vic Walls, with the RDCA's inaugural Legacy Distinction Award. Vic has been a valued steward for the construction industry, as well as a strong supporter of many communities and charitable organizations across the province.

The Legacy Distinction Award is an award inspired by those people within our association who have made significant impacts and contributions to the industry throughout their career.

Vic's accomplishments are unquantifiable and his dedication to the industry have earned him the respect and admiration of his colleagues and peers.

On behalf of the industry, congratulations and thank you for all you have done for the construction industry.



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BCA Canada

Goodmen Roofing Ltd.

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Red Deer Fasteners

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## **Annual Membership BBQ**

Home Building Centre

Parkland Regional Safety Committee

## **Golf Classic Sponsors**

### ***Platinum Sponsors***

Central Alberta Tile One Inc.

Chandos Construction Ltd.

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Scott Builders Inc.

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Floor & Home

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### ***Coffee Bar Sponsor***

BCA Canada

### ***Putting Challenge Sponsor***

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### ***Hole In One Sponsor***

Home Building Centre

### ***Hole Sponsors***

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Clark Builders

Compass Geomatics Ltd.

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Hawk Custom Sheet Metal Ltd.

Hilti (Canada) Corporation

Home Building Centre

Jo(e) Social Media

MNP LLP

Mycor Insurance Solutions

Parkland Regional Safety Committee

Real Enterprises Ltd.

Roofmart AB Inc.

Shunda Consulting & Construction  
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### ***Silent Auction & Prize Donations***

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Mycor Insurance Solutions

RBW Consulting (2015) Ltd.

Red Deer Fasteners

Roofmart AB Inc.

Sky Wings Aviation Ltd.

## **Scholarship Donations**

Hawk Custom Sheet Metal Ltd.

### ***Scholarship Awards***

Parkland Regional Safety Committee



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Construction  
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## MEMBERSHIP APPLICATION

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Sub-Trade ☐ Associate ☐

The information provided in this application will be treated with the utmost confidence and will be used solely for administration of the membership and the services provided by our Association.

Be advised that the information provided will be supplied to Alberta and Canadian Construction Association to facilitate the administration of services provided your firm by those organizations in keeping with the co-operative agreements in place.

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www.unsurpassableconstruction.com

### Urban Dirtworks Inc.

30 Schenk Industrial Road  
Red Deer, AB T4S 2J8  
Tel: 403-877-2288  
www.urbandirtworks.ca

## V

### VCP Painting

38002 RR 255  
Red Deer County, AB T4E 0W9  
Tel: 403-346-3500

### Versamix Industries Ltd.

27312 76 Twp. Road 394  
Lacombe County, AB T4M 0R9  
Tel: 403-885-3285  
www.versamix.ca

### Vince Walker Construction Ltd.

34438 RR 25  
Red Deer County, AB T0M 0K0  
Tel: 403-586-4193  
www.vwcgravelpit.com

## W

### Wally's Backhoe Services Ltd.

Box 839  
Stettler, AB T0C 0L0  
Tel: 403-741-7347

### Watson Construction Law

D201, 5212 48 Street  
Red Deer, AB T4N 7C3  
Tel: 403-872-8208  
www.watsonconstructionlaw.ca

### Watson Welding Ltd.

4604 41 Street  
Stettler, AB T0C 2L0  
Tel: 403-742-3906  
www.watsonwelding.ca

## West Country Floors Inc.

B 4804 46 Avenue  
Innisfail, AB T4G 1P2  
Tel: 403-598-5747  
www.westcountryfloors.wixsite.com/west-country-floors

## Westburne Alberta Electric Supply Ltd.

6857 52 Avenue  
Red Deer, AB T4N 4L2  
Tel: 403-343-2155  
www.westburne.ca

## Western Municipal Contracting Ltd.

Box 295  
St. Albert, AB T8N 1N3  
Tel: 780-460-9540  
www.wmcdtd.ca

## Western Painting & Decorating (1999) Ltd.

35 Little Close  
Red Deer, AB T4R 0S5  
Tel: 403-342-1514  
www.westernpaintinganddecorating.ca

## Wetaskiwin Ready Mix Ltd.

5410 50 Street  
Wetaskiwin, AB T9A 2G9  
Tel: Dispatch Wetaskiwin: 780-352-4301;  
Leduc & Edmonton: 587-786-3142 - Office  
Wetaskiwin: 587-768-0126; Leduc &  
Edmonton: 587-773-4310  
www.wetaskiwinrm.com

## Will's Welding Ltd.

6506 44 Avenue  
Ponoka, AB T4J 1J8  
Tel: 403-783-3733  
www.willswelding.ca

## Wolf Creek Building Supplies Ltd.

Box 5808, 5645 Wolf Creek Drive  
Lacombe, AB T4L 1X4  
Tel: 403-782-1780  
www.wcbs.cc

## Wolf's Botanical Landscaping

Box 5210  
Lacombe, AB T4L 1W9  
Tel: 403-782-5729  
www.wolfsbotanical.com

## World Class Contracting Ltd.

38327 Hwy. 596  
Red Deer County, AB T4E 1T3  
Tel: 403-346-9699  
www.worldclasscontracting.ca

## WSP Canada Inc.

7710 Edgar Industrial Court  
Red Deer, AB T4P 4E2  
Tel: 403-342-7650  
www.wspgroup.com

## Z

## Zenith Enterprises Ltd.

Box 637  
Stettler, AB T0C 2L0  
Tel: 403-323-8824  
www.zenithenterprises.ca



## Division 0 National

### PROJECT MANAGEMENT

Abbey Platinum Master Built	(403) 343-6480
Allied Paving Company Ltd.	(780) 895-7579
Aspen Developments Corp.	(403) 309-6004
Black Creek Developments Inc.	(403) 887-7794
Budal Construction	(403) 342-1410
Calanah Builders Ltd.	(403) 783-6497
Camdon Construction Ltd.	(403) 343-1233
Cana Management Ltd.	(403) 255-5521
Chandos Construction Ltd.	(403) 340-1805
Clark Builders	(403) 596-1000
Extreme Concrete Inc.	(403) 200-4796
Finishing Touch Builders Ltd.	(403) 347-1900
Greenstone Construction	(403) 796-6673
Hawi Construction Ltd.	(403) 358-1214
Howitt Construction Ltd.	(403) 340-3629
J.T. Setters & Sons Construction	(403) 346-4937
Kor-Alta Construction Ltd.	(403) 347-3402
Laebon Developments Ltd.	(403) 346-7273
Lakeview Contracting Inc.	(403) 340-2778
Marshall-Lee Construction Corp.	(780) 962-3515
Ofstie Carpentry and Contracting	(403) 396-4537
PCL Construction Management Inc.	(403) 819-6084
Pearl Rose Construction Ltd.	(403) 309-0328
Phoenix Construction Inc.	(403) 342-2225
Pidherney's Inc.	(403) 845-3072
Pinchin Ltd.	(403) 347-0713
Premier Building Solutions Ltd.	(403) 346-5566
RBW Consulting (2015) Ltd.	(403) 348-9905
Scott Builders Inc.	(403) 343-7270
Shunda Consulting & Construction Management Ltd.	(403) 347-6931
Spectre Systems (1932275 Alberta Ltd.)	(780) 239-4321
Tagish Engineering Ltd.	(403) 346-7710
Tetra Tech Canada Inc.	(403) 723-5974
Timcon Construction Ltd.	(403) 347-1953
Tricon Developments Inc.	(403) 782-7985
Unsurpassable Construction Ltd.	(403) 335-8748
Viking Projects	(403) 782-2756
Watson Welding Ltd.	(403) 742-9796
WSP Canada Inc.	(403) 342-7650

### DESIGN/BUILD SERVICES

Advanced Foundations Inc.	(780) 450-3340
Ahlstrom Construction Ltd.	(403) 729-3958
Aspen Developments Corp.	(403) 309-6004
Black Creek Developments Inc.	(403) 887-7794
Bruin's Plumbing and Heating	(403) 343-6060
Budal Construction	(403) 342-1410
Calanah Builders Ltd.	(403) 783-6497
Camdon Construction Ltd.	(403) 343-1233
Cana Management Ltd.	(403) 255-5521
Chandos Construction Ltd.	(403) 340-1805
Clark Builders	(403) 596-1000
Collicutt Energy Services Corp.	(888) 682-6888
Direct Horizontal Drilling	(780) 960-6037
Force Copps Piling Inc.	(403) 341-0030
Greenstone Construction	(403) 796-6673
IMC Construction	(403) 309-2129
J.T. Setters & Sons Construction	(403) 346-4937
Kor-Alta Construction Ltd.	(403) 347-3402
Laebon Developments Ltd.	(403) 346-7273
Magnum Mechanical Systems Ltd.	(780) 352-8542
Marshall-Lee Construction Corp.	(780) 962-3515
Normark Homes	(403) 556-7225
PCL Construction Management Inc.	(403) 819-6084

Pearl Rose Construction Ltd.	(403) 309-0328
Phoenix Construction Inc.	(403) 342-2225
Premier Building Solutions Ltd.	(403) 346-5566
RBW Consulting (2015) Ltd.	(403) 348-9905
Real Enterprises Ltd.	(403) 358-3535
Red Deer Piling Inc.	(403) 347-3220
Scott Builders Inc.	(403) 343-7270
Shek Interiors Ltd.	(403) 346-7333
Shunda Consulting & Construction Management Ltd.	(403) 347-6931
Tetra Tech Canada Inc.	(403) 723-5974
Tricon Developments Inc.	(403) 782-7985

### MAINTENANCE/PARKING LOTS

Alberta Parking Lot Services	(403) 342-6313
Border Paving Ltd.	(403) 343-1177
Carbon Earthworks Ltd.	(403) 350-1794
Continental Earthmovers Ltd.	(780) 352-5006
Environmental 360 Solutions (Alberta Ltd.)	(403) 352-3297
J.T. Setters & Sons Construction	(403) 346-4937
RanN Maintenance Ltd.	(403) 337-5887
Real Enterprises Ltd.	(403) 358-3535
Spectre Systems (1932275 Alberta Ltd.)	(780) 239-4321

### TOOLS & EQUIPMENT SALES/RENTALS

Action Equipment Rentals Inc.	(403) 340-0400
BTO Contracting Ltd.	(780) 999-1745
Central Alberta Tile One Inc.	(403) 346-7088
Collicutt Energy Services Corp.	(888) 682-6888
Continental Earthmovers Ltd.	(780) 352-5006
Direct Horizontal Drilling	(780) 960-6037
EECOL Electric	(403) 343-3101
Environmental 360 Solutions (Alberta Ltd.)	(403) 352-3297
GCS Energy Services Ltd.	(403) 340-8840
Gentek Building Products	(403) 506-4990
Go Services Inc./Potty Go Rentals	(403) 342-9950
Hilti (Canada) Corporation	(403) 302-7982
Handicare	(780) 884-4002
Home Building Centre	(403) 343-6422
Pidherney's Inc.	(403) 845-3072
Proform Concrete Services (285319 Alberta Ltd.)	(403) 343-6099
Pumps & Pressure Inc.	(403) 347-9770
Red Deer Fasteners & Tools Ltd.	(403) 342-6030
United Rentals of Canada Inc.	(403) 343-8051
Unsurpassable Construction Ltd.	(403) 335-8748
Versamix Industries Ltd.	(403) 885-3285
Watson Welding Ltd.	(403) 742-9796

## Division 1

### GENERAL CONTRACTORS

AIC Construction Ltd.	(403) 272-2219
Al Saunders Contracting & Consulting	(403) 638-4261
Allied Paving Company Ltd.	(780) 895-7579
Aspen Developments Corp.	(403) 309-6004
Black Creek Developments Inc.	(403) 887-7794
BTO Contracting Ltd.	(780) 999-1745
Budal Construction	(403) 342-1410
Calanah Builders Ltd.	(403) 783-6497
Camdon Construction Ltd.	(403) 343-1233
Cana Management Ltd.	(403) 255-5521
Canadian Horizontal Drilling Inc.	(780) 352-5041
Chandos Construction Ltd.	(403) 340-1805
Chevallier Geo-Con Ltd.	(403) 844-2736
Clark Builders	(403) 596-1000
DB Bobcat Services Ltd.	(403) 782-3437
Direct Horizontal Drilling	(780) 960-6037

Extreme Concrete Inc.	(403) 200-4796
Finishing Touch Builders Ltd.	(403) 347-1900
G. MacRitchie Forestry Services Ltd.	(780) 778-9712
GCS Energy Services Ltd.	(403) 340-8840
Greenstone Construction	(403) 796-6673
Howitt Construction Ltd.	(403) 340-3629
IMC Construction	(403) 309-2129
J.T. Setters & Sons Construction	(403) 346-4937
Kor-Alta Construction Ltd.	(403) 347-3402
Laebon Developments Ltd.	(403) 346-7273
Marshall-Lee Construction Corp.	(780) 962-3515
McKnight Enterprises Ltd.	(403) 728-3715
North Star Trucking Ltd.	(403) 742-9636
Ofstie Carpentry and Contracting	(403) 396-4537
Open Excavation Inc.	(780) 682-3788
Parkland Nursery & Landscape Services Ltd.	(403) 343-2428
PCL Construction Management Inc.	(403) 819-6084
Pearl Rose Construction Ltd.	(403) 309-0328
Phoenix Construction Inc.	(403) 342-2225
Pidherney's Inc.	(403) 845-3072
Premier Building Solutions Ltd.	(403) 346-5566
RBW Consulting (2015) Ltd.	(403) 348-9905
Real Enterprises Ltd.	(403) 358-3535
Scott Builders Inc.	(403) 343-7270
Seal Team Ltd.	(403) 352-7993
Shunda Consulting & Construction Management Ltd.	(403) 347-6931
Stretch Construction Ltd.	(780) 289-5465
TBL Construction Ltd.	(403) 309-1942
Timcon Construction Ltd.	(403) 347-1953
Total Living Care (2137402 AB Ltd.)	(403) 352-1312
Tricon Developments Inc.	(403) 782-7985
Unsurpassable Construction Ltd.	(403) 335-8748
Urban Dirtworks Inc.	(403) 887-2288
Watson Welding Ltd.	(403) 742-9796

### ROADS & HIGHWAYS

Alberta Parking Lot Services	(403) 342-6313
Allied Paving Company Ltd.	(780) 895-7579
Armtec Inc. (Canada Culvert, FSI Culvert)	(780) 487-3404
BTO Contracting Ltd.	(780) 999-1745
Carbon Earthworks Ltd.	(403) 350-1794
Chevallier Geo-Con Ltd.	(403) 844-2736
Continental Earthmovers Ltd.	(780) 352-5006
Frontier Construction Products Ltd.	(780) 789-3666
GCS Energy Services Ltd.	(403) 340-8840
Hopkins Construction (Lacombe) Ltd.	(403) 782-4400
Howitt Construction Ltd.	(403) 340-3629
J. Coulson Construction Ltd.	(403) 342-6887
J.T. Setters & Sons Construction	(403) 346-4937
Kor-Alta Construction Ltd.	(403) 347-3402
McKnight Enterprises Ltd.	(403) 728-3715
Northside Construction Partnership	(403) 347-8544
North Star Trucking Ltd.	(403) 742-9636
Olds Concrete Services (2014) Ltd.	(403) 556-2979
Open Excavation Inc.	(780) 682-3788
ParklandGeo Ltd.	(403) 343-2428
Pidherney's Inc.	(403) 845-3072
Proform Concrete Services (285319 Alberta Ltd.)	(403) 343-6099
RanN Maintenance Ltd.	(403) 337-5887
Spectre Systems (A Division of 1932275 Alberta Ltd.)	(780) 239-4321
TBL Construction Ltd.	(403) 309-1942
Unsurpassable Construction Ltd.	(403) 335-8748

### BRIDGES & ENGINEERED WORKS

Armtec Inc. (Canada Culvert, FSI Culvert)	(780) 487-3404
Bernie Lublinkhof Welding Ltd.	(403) 729-2261

Force Copps Piling Inc.	(403) 341-0030
Frontier Construction Products Ltd.	(780) 789-3666
Open Excavation Inc.	(780) 682-3788
ParklandGeo Ltd.	(403) 343-2428
Timcon Construction Ltd.	(403) 347-1953
Urban Dirtworks Inc.	(403) 887-2288
Watson Welding Ltd.	(403) 742-9796

## Division 2

### AGGREGATES (GRANULAR MATERIALS)

Allied Paving Company Ltd.	(780) 895-7579
Bettenson's Sand & Gravel Co. Ltd.	(403) 343-0203
Border Paving Ltd.	(403) 343-1177
BURNCO Rock Products Ltd.	(403) 343-3940
Carbon Earthworks Ltd.	(403) 350-1794
Cen-Con Concrete Inc.	(403) 346-1553
Continental Earthmovers Ltd.	(780) 352-5006
DB Bobcat Services Ltd.	(403) 782-3437
Environmental 360 Solutions (Alberta Ltd.)	(403) 352-3297
GCS Energy Services Ltd.	(403) 340-8840
Grayson Excavating Ltd.	(403) 782-1821
Hopkins Construction (Lacombe) Ltd.	(403) 782-4400
Howell's Excavating Ltd.	(403) 227-3201
J. Coulson Construction Ltd.	(403) 342-6887
J.T. Setters & Sons Construction.	(403) 346-4937
Lafarge Canada Inc.	(403) 346-1644
LMRS Enterprises Ltd.	(403) 506-6555
Marshall Construction Company Inc.	(403) 343-6386
McKnight Enterprises Ltd.	(403) 728-3715
North Star Trucking Ltd.	(403) 742-9636
ParklandGeo Ltd.	(403) 343-2428
Pidherney's Inc.	(403) 845-3072
Unsurpassable Construction Ltd.	(403) 335-8748
Urban Dirtworks Inc.	(403) 887-2288
Vince Walker Construction Ltd.	(403) 586-4193
Watson Welding Ltd.	(403) 742-9796

### GROUND HEATING/ FROST REMOVAL

Chevallier Geo-Con Ltd.	(403) 844-2736
Continental Earthmovers Ltd.	(780) 352-5006
GCS Energy Services Ltd.	(403) 340-8840

### LANDSCAPING

Alberta Hydroseeding Inc.	(403) 279-9365
Allied Paving Company Ltd.	(780) 895-7579
Appollo Landscaping Services	(403) 348-3580
Blue Grass Sod Farms	(403) 347-7211
Bricar Contracting Ltd.	(403) 358-5221
Carbon Earthworks Ltd.	(403) 350-1794
Cen-Con Concrete Inc.	(403) 346-1553
Continental Earthmovers Ltd.	(780) 352-5006
DB Bobcat Services Ltd.	(403) 782-3437
Environmental 360 Solutions (Alberta Ltd.)	(403) 352-3297
Frontier Construction Products Ltd.	(780) 789-3666
GCS Energy Services Ltd.	(403) 340-8840
Greentree Eco-Friendly Services Ltd.	(780) 476-9273
J.T. Setters & Sons Construction.	(403) 346-4937
Lakeview Contracting Inc.	(403) 340-2778
North Star Trucking Ltd.	(403) 742-9636
Open Excavation Inc.	(780) 682-3788
ParklandGeo Ltd.	(403) 340-8755
Real Enterprises Ltd.	(403) 358-3535
Southern Irrigation	(403) 346-0043
Spectre Systems (1932275 Alberta Ltd.)	(780) 239-4321
Watson Welding Ltd.	(403) 742-9796
Wolf's Botanical Landscaping	(403) 782-5729

### LANDSCAPE SUPPLIES

Bettenson's Sand & Gravel Co. Ltd.	(403) 343-0203
Blue Grass Sod Farms	(403) 347-7211
Brock White Construction	(403) 287-5889
BURNCO Rock Products Ltd.	(403) 343-3940
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Continental Earthmovers Ltd.	(780) 352-5006
Environmental 360 Solutions (Alberta Ltd.)	(403) 352-3297
Parkland Nursery & Landscape Services Ltd.	(403) 340-8755
Proform Concrete Services (285319 Alberta Ltd.)	(403) 343-6099

### FENCING

A&B Exterior Ltd.	(780) 717-1487
Alberta Hydroseeding Inc.	(403) 279-9365
Allied Paving Company Ltd.	(780) 895-7579
Environmental 360 Solutions (Alberta Ltd.)	(403) 352-3297
McKnight Enterprises Ltd.	(403) 728-3715
Open Excavation Inc.	(780) 682-3788
Q & Q Fencing	(403) 347-7994
Rite-Way Fencing Inc.	(403) 340-3000
Spectre Systems (1932275 Alberta Ltd.)	(780) 239-4321

### INTERLOCKING BRICK

Appollo Landscaping Services	(403) 348-3580
Block-Tech Industries Ltd.	(403) 877-5301
Brock White Construction	(403) 287-5889
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Lakeview Contracting Inc.	(403) 340-2778
Proform Concrete Services (285319 Alberta Ltd.)	(403) 343-6099
Wolf's Botanical Landscaping	(403) 782-5729

### SITE PREPARATION

Advanced Foundations Inc.	(780) 450-3340
Allied Paving Company Ltd.	(780) 895-7579
Appollo Landscaping Services	(403) 348-3580
Bettenson's Sand & Gravel Co. Ltd.	(403) 343-0203
Blue Grass Sod Farms	(403) 347-7211
Border Paving Ltd.	(403) 343-1177
Bricar Contracting Ltd.	(403) 358-5221
Brock White Construction	(403) 287-5889
Canadian Horizontal Drilling Inc.	(780) 352-5041
Carbon Earthworks Ltd.	(403) 350-1794
Cen-Con Concrete Inc.	(403) 346-1553
Chevallier Geo-Con Ltd.	(403) 844-2736
Collins Concrete & Bobcat Ltd.	(403) 994-3352
Continental Earthmovers Ltd.	(780) 352-5006
DB Bobcat Services Ltd.	(403) 782-3437
GCS Energy Services Ltd.	(403) 340-8840
Grayson Excavating Ltd.	(403) 782-1821
Howell's Excavating Ltd.	(403) 227-3201
Howitt Construction Ltd.	(403) 340-3629
J. Coulson Construction Ltd.	(403) 342-6887
J.T. Setters & Sons Construction	(403) 346-4937
Marshall Construction Company Inc.	(403) 343-6386
McKnight Enterprises Ltd.	(403) 728-3715
LMRS Enterprises Ltd.	(403) 506-6555
North Star Trucking Ltd.	(403) 742-9636
Open Excavation Inc.	(780) 682-3788
ParklandGeo Ltd.	(403) 343-2428
Parkland Nursery & Landscape Services Ltd.	(403) 340-8755
Pidherney's Inc.	(403) 845-3072
Real Enterprises Ltd.	(403) 358-3535
Southern Irrigation	(403) 346-0043
Spectre Systems (1932275 Alberta Ltd.)	(780) 239-4321
THS Septic and Civil Solutions	(403) 844-2559
Tricon Developments Inc.	(403) 782-7985

United Utilities Ltd.	(403) 391-1167
Unsurpassable Construction Ltd.	(403) 335-8748
Urban Dirtworks Inc.	(403) 887-2288
Vince Walker Construction Ltd.	(403) 586-4193
Wally's Backhoe Services Ltd.	(403) 741-7347
Watson Welding Ltd.	(403) 742-9796
Zenith Enterprises Ltd.	(403) 323-8824

### EARTHWORK

Advanced Foundations Inc.	(780) 450-3340
Allied Paving Company Ltd.	(780) 895-7579
Appollo Landscaping Services	(403) 348-3580
Bettenson's Sand & Gravel Co. Ltd.	(403) 343-0203
Blue Grass Sod Farms	(403) 347-7211
Bricar Contracting Ltd.	(403) 358-5221
Brock White Construction	(403) 287-5889
BTO Contracting Ltd.	(780) 999-1745
Canadian Horizontal Drilling Inc.	(780) 352-5041
Carbon Earthworks Ltd.	(403) 350-1794
Cen-Con Concrete Inc.	(403) 346-1553
Chevallier Geo-Con Ltd.	(403) 844-2736
Continental Earthmovers Ltd.	(780) 352-5006
DB Bobcat Services Ltd.	(403) 782-3437
GCS Energy Services Ltd.	(403) 340-8840
Howell's Excavating Ltd.	(403) 227-3201
Howitt Construction Ltd.	(403) 340-3629
J. Coulson Construction Ltd.	(403) 342-6887
J.T. Setters & Sons Construction	(403) 346-4937
Kaon Infrastructure Ltd.	(403) 350-6355
North Star Trucking Ltd.	(403) 742-9636
Open Excavation Inc.	(780) 682-3788
ParklandGeo Ltd.	(403) 343-2428
Parkland Nursery & Landscape Services Ltd.	(403) 340-8755
Pidherney's Inc.	(403) 845-3072
Real Enterprises Ltd.	(403) 358-3535
Spectre Systems (1932275 Alberta Ltd.)	(780) 239-4321
TBL Construction Ltd.	(403) 309-1942
The Trenchless Guys Ltd.	(403) 588-9098
THS Septic and Civil Solutions	(403) 844-2559
Tricon Developments Inc.	(403) 782-7985
United Utilities Ltd.	(403) 391-1167
Unsurpassable Construction Ltd.	(403) 335-8748
Urban Dirtworks Inc.	(403) 887-2288
Vince Walker Construction Ltd.	(403) 586-4193
Wally's Backhoe Services Ltd.	(403) 741-7347
Watson Welding Ltd.	(403) 742-9796
Wolf's Botanical Landscaping	(403) 782-5729
Zenith Enterprises Ltd.	(403) 323-8824

### PILE DRIVING

Bernie Lublinkhof Welding Ltd.	(403) 729-2261
Force Copps Piling Inc.	(403) 341-0030
ParklandGeo Ltd.	(403) 343-2428
Red Deer Piling Inc.	(403) 347-3220

### SANITARY SYSTEMS

AIC Construction Ltd.	(403) 272-2219
Canadian Horizontal Drilling Inc.	(780) 352-5041
Carbon Earthworks Ltd.	(403) 350-1794
Continental Earthmovers Ltd.	(780) 352-5006
Direct Horizontal Drilling	(780) 960-6037
GCS Energy Services Ltd.	(403) 340-8840
Grayson Excavating Ltd.	(403) 782-1821
J. Coulson Construction Ltd.	(403) 342-6887
J.T. Setters & Sons Construction	(403) 346-4937
Kaon Infrastructure Ltd.	(403) 350-6355
Magnum Mechanical Systems Ltd.	(780) 352-8542
ParklandGeo Ltd.	(403) 343-2428

Pidherney's Inc. ....	(403) 845-3072
Spectre Systems (1932275 Alberta Ltd.) ....	(780) 239-4321
The Trenchless Guys Ltd. ....	(403) 588-9098
United Utilities Ltd. ....	(403) 391-1167
Urban Dirtworks Inc. ....	(403) 887-2288

## SITE DEMOLITION

Allied Paving Company Ltd. ....	(780) 895-7579
Bettenson's Sand & Gravel Co. Ltd. ....	(403) 343-0203
Bricar Contracting Ltd. ....	(403) 358-5221
BTO Contracting Ltd. ....	(780) 999-1745
Budal Construction ....	(403) 342-1410
Cen-Con Concrete Inc. ....	(403) 346-1553
Continental Earthmovers Ltd. ....	(780) 352-5006
DB Bobcat Services Ltd. ....	(403) 782-3437
Finishing Touch Builders Ltd. ....	(403) 347-1900
J. Coulson Construction Ltd. ....	(403) 342-6887
J.T. Setters & Sons Construction. ....	(403) 346-4937
Marshall Construction Company Inc. ....	(403) 343-6386
McKnight Enterprises Ltd. ....	(403) 728-3715
North Star Trucking Ltd. ....	(403) 742-9636
Pidherney's Inc. ....	(403) 845-3072
Shek Interiors Ltd. ....	(403) 346-7333
The Trenchless Guys Ltd. ....	(403) 588-9098
Tricon Developments Inc. ....	(403) 782-7985
Unsurpassable Construction Ltd. ....	(403) 335-8748

## EXCAVATION & FILL

Action Plumbing & Excavating Ltd. ....	(403) 742-5237
Advanced Foundations Inc. ....	(780) 450-3340
Allied Paving Company Ltd. ....	(780) 895-7579
Bettenson's Sand & Gravel Co. Ltd. ....	(403) 343-0203
Border Paving Ltd. ....	(403) 343-1177
Bricar Contracting Ltd. ....	(403) 358-5221
BTO Contracting Ltd. ....	(780) 999-1745
Carbon Earthworks Ltd. ....	(403) 350-1794
Cen-Con Concrete Inc. ....	(403) 346-1553
Chevallier Geo-Con Ltd. ....	(403) 844-2736
Collins Concrete & Bobcat Ltd. ....	(403) 994-3352
Continental Earthmovers Ltd. ....	(780) 352-5006
DB Bobcat Services Ltd. ....	(403) 782-3437
GCS Energy Services Ltd. ....	(403) 340-8840
Gilmar Construction Ltd. ....	(403) 343-1028
Grayson Excavating Ltd. ....	(403) 782-1821
Grindstone Paving & Excavating Ltd. ....	(587) 586-6007
Howell's Excavating Ltd. ....	(403) 227-3201
Howitt Construction Ltd. ....	(403) 340-3629
J. Coulson Construction Ltd. ....	(403) 342-6887
J.T. Setters & Sons Construction. ....	(403) 346-4937
Kaon Infrastructure Ltd. ....	(403) 350-6355
Lakeview Contracting Inc. ....	(403) 340-2778
LMRS Enterprises Ltd. ....	(403) 506-6555
Marshall Construction Company Inc. ....	(403) 343-6386
McKnight Enterprises Ltd. ....	(403) 728-3715
North Star Trucking Ltd. ....	(403) 742-9636
Open Excavation Inc. ....	(780) 682-3788
ParklandGeo Ltd. ....	(403) 343-2428
Pidherney's Inc. ....	(403) 845-3072
Spectre Systems (A Division of 1932275 Alberta Ltd.) ....	(780) 239-4321
TBL Construction Ltd. ....	(403) 309-1942
The Trenchless Guys Ltd. ....	(403) 588-9098
THS Septic and Civil Solutions ....	(403) 844-2559
Unsurpassable Construction Ltd. ....	(403) 335-8748
Urban Dirtworks Inc. ....	(403) 887-2288
Vince Walker Construction Ltd. ....	(403) 586-4193

Wally's Backhoe Services Ltd. ....	(403) 741-7347
Watson Welding Ltd. ....	(403) 742-9796

## CURBS & GUTTERS

Allied Paving Company Ltd. ....	(780) 895-7579
Cen-Con Concrete Inc. ....	(403) 346-1553
Continental Earthmovers Ltd. ....	(780) 352-5006
Extreme Concrete Inc. ....	(403) 200-4796
Mountain West Concrete Contractors Ltd. ....	(403) 244-1131
Olds Concrete Services (2014) Ltd. ....	(403) 556-2979
ParklandGeo Ltd. ....	(403) 343-2428
Pasquale Mancuso Construction Ltd. ....	(403) 346-6715
Proform Concrete Services (285319 Alberta Ltd.) ...	(403) 343-6099
Versamix Industries Ltd. ....	(403) 885-3285

## PAVING SPECIALTIES

Allied Paving Company Ltd. ....	(780) 895-7579
Border Paving Ltd. ....	(403) 343-1177
Continental Earthmovers Ltd. ....	(780) 352-5006
ParklandGeo Ltd. ....	(403) 343-2428
Proform Concrete Services (285319 Alberta Ltd.) ...	(403) 343-6099
Spectre Systems (A Division of 1932275 Alberta Ltd.) ....	(780) 239-4321

## PAVING

Alberta Parking Lot Services. ....	(403) 342-6313
Allied Paving Company Ltd. ....	(780) 895-7579
Border Paving Ltd. ....	(403) 343-1177
Continental Earthmovers Ltd. ....	(780) 352-5006
Grindstone Paving & Excavating Ltd. ....	(587) 586-600
J.T. Setters & Sons Construction. ....	(403) 346-4937
ParklandGeo Ltd. ....	(403) 343-2428
Spectre Systems (A Division of 1932275 Alberta Ltd.) ....	(780) 239-4321

## UNDERGROUND STORAGE TANK REMOVAL

Bettenson's Sand & Gravel Co. Ltd. ....	(403) 343-0203
BTO Contracting Ltd. ....	(780) 999-1745
Continental Earthmovers Ltd. ....	(780) 352-5006
J.T. Setters & Sons Construction. ....	(403) 346-4937
North Star Trucking Ltd. ....	(403) 742-9636
ParklandGeo Ltd. ....	(403) 343-2428
Pidherney's Inc. ....	(403) 845-3072
Pinchin Ltd. ....	(403) 347-0713
United Utilities Ltd. ....	(403) 391-1167
Unsurpassable Construction Ltd. ....	(403) 335-8748
Urban Dirtworks Inc. ....	(403) 887-2288

## REMOVAL & HANDLING OF HAZARDOUS MATERIALS

Ask Environmental ....	(888) 613-3025
Axiom Asbestos Corporation ....	(587) 340-1406
Bricar Contracting Ltd. ....	(403) 358-5221
Connelly Industrial Insulation Services (2004) Ltd. ....	(403) 343-3125
Environmental 360 Solutions (Alberta Ltd.) ....	(403) 352-3297
J.T. Setters & Sons Construction. ....	(403) 346-4937
On Side Restoration Services Ltd. ....	(403) 291-2980
Paul Davis of Red Deer ....	(403) 342-4666
ParklandGeo Ltd. ....	(403) 343-2428
Pinchin Ltd. ....	(403) 347-0713
Unsurpassable Construction Ltd. ....	(403) 335-8748

## CULVERT & DRAINAGE MATERIAL

Allied Paving Company Ltd. ....	(780) 895-7579
Armtec Inc. (Canada Culvert, FSI Culvert) ....	(780) 487-3404
Brock White Construction ....	(403) 287-5889

Canada Culvert ....	(780) 487-3404
Carbon Earthworks Ltd. ....	(403) 350-1794
Frontier Construction Products Ltd. ....	(780) 789-3666
GCS Energy Services Ltd. ....	(403) 340-8840
J.T. Setters & Sons Construction. ....	(403) 346-4937
North Star Trucking Ltd. ....	(403) 742-9636
Open Excavation Inc. ....	(780) 682-3788
ParklandGeo Ltd. ....	(403) 343-2428
The Trenchless Guys Ltd. ....	(403) 588-9098
TBL Construction Ltd. ....	(403) 309-1942
United Utilities Ltd. ....	(403) 391-1167
Unsurpassable Construction Ltd. ....	(403) 335-8748
Urban Dirtworks Inc. ....	(403) 887-2288
Watson Welding Ltd. ....	(403) 742-9796

## WATERMAIN INSTALLATION & REPLACEMENT

United Utilities Ltd. ....	(403) 391-1167
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## Division 3

### CASTINGS – FOUNDRY

Norwood Foundry Ltd. ....	(780) 955-8844
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### CONCRETE FOUNDATIONS/STEEL REINFORCING

Advanced Foundations Inc. ....	(780) 450-3340
Caveman Contracting Ltd. ....	(403) 588-5852
Cen-Con Concrete Inc. ....	(403) 346-1553
Collins Concrete & Bobcat Ltd. ....	(403) 994-3352
Extreme Concrete Inc. ....	(403) 200-4796
GCS Energy Services Ltd. ....	(403) 340-8840
Gilmar Construction Ltd. ....	(403) 343-1028
Kutney Concrete Foundations ....	(403) 588-2346
Marshall Construction Company Inc. ....	(403) 343-6386
Mountain West Concrete Contractors Ltd. ....	(403) 244-1131
ParklandGeo Ltd. ....	(403) 343-2428
Pasquale Mancuso Construction Ltd. ....	(403) 346-6715
Pierre's Concrete Ltd. ....	(403) 845-5153
Shunda Consulting & Construction Management Ltd. ....	(403) 347-6931
Western Municipal Contracting Ltd. ....	(780) 460-9540

### CONCRETE FORMS AND ACCESSORIES

Brock White Construction ....	(403) 287-5889
Cen-Con Concrete Inc. ....	(403) 346-1553
GCS Energy Services Ltd. ....	(403) 340-8840
Gilmar Construction Ltd. ....	(403) 343-1028
Mountain West Concrete Contractors Ltd. ....	(403) 244-1131
NCA Northland - A White Cap Company ....	(403) 342-1555
Pasquale Mancuso Construction Ltd. ....	(403) 346-6715
Versamix Industries Ltd. ....	(403) 885-3285

### GROUTS

Brock White Construction ....	(403) 287-5889
GCS Energy Services Ltd. ....	(403) 340-8840
NCA Northland - A White Cap Company ....	(403) 342-1555
ParklandGeo Ltd. ....	(403) 343-2428
Pierre's Concrete Ltd. ....	(403) 845-5153
Urban Dirtworks Inc. ....	(403) 887-2288

### PRE-CAST CONCRETE

Eagle Builders Inc. ....	(403) 357-9543
Proform Concrete Services (285319 Alberta Ltd.) (403) 343-6099	
Tricon Developments Inc. ....	(403) 782-7985
Versamix Industries Ltd. ....	(403) 885-3285



**READY MIXED CONCRETE**

BURNCO Rock Products Ltd.	(403) 343-3940
Kutney Concrete Foundations	(403) 588-2346
Lafarge Canada Inc.	(403) 346-1644
North Star Trucking Ltd.	(403) 742-9636
ParklandGeo Ltd.	(403) 343-2428
Pidherney's Inc.	(403) 845-3072
Versamix Industries Ltd.	(403) 885-3285
Wetaskiwin Ready Mix Ltd.	(780) 352-4301

**STRUCTURAL CONCRETE**

Advanced Foundations Inc.	(780) 450-3340
Cen-Con Concrete Inc.	(403) 346-1553
GCS Energy Services Ltd.	(403) 340-8840
Mountain West Concrete Contractors Ltd.	(403) 244-1131
North Star Trucking Ltd.	(403) 742-9636
ParklandGeo Ltd.	(403) 343-2428
Pierre's Concrete Ltd.	(403) 845-5153
Timcon Construction Ltd.	(403) 347-1953
Versamix Industries Ltd.	(403) 885-3285
Western Municipal Contracting Ltd.	(780) 460-9540

**SPECIALTY CONCRETE**

Brock White Construction	(403) 287-5889
Cen-Con Concrete Inc.	(403) 346-1553
Extreme Concrete Inc.	(403) 200-4796
Lafarge Canada Inc.	(403) 346-1644
Mountain West Concrete Contractors Ltd.	(403) 244-1131
North Star Trucking Ltd.	(403) 742-9636
Olds Concrete Services (2014) Ltd.	(403) 556-2979
ParklandGeo Ltd.	(403) 343-2428
Propaint	(403) 877-1655
Real Enterprises Ltd.	(403) 358-3535
Timcon Construction Ltd.	(403) 347-1953
Wetaskiwin Ready Mix Ltd.	(780) 352-4301

**SPECIALTY CONCRETE FINISHES**

Central Alberta Tile One Inc.	(403) 346-708
Extreme Concrete Inc.	(403) 200-4796
Mountain West Concrete Contractors Ltd.	(403) 244-1131
NCA Northland - A White Cap Company	(403) 342-1555
Pierre's Concrete Ltd.	(403) 845-5153
Proform Concrete Services (285319 Alberta Ltd.)	(403) 343-6099

**STAINED & STAMPED CONCRETE**

Cen-Con Concrete Inc.	(403) 346-1553
Extreme Concrete Inc.	(403) 200-4796
Mountain West Concrete Contractors Ltd.	(403) 244-1131
NCA Northland - A White Cap Company	(403) 342-1555
Olds Concrete Services (2014) Ltd.	(403) 556-2979
Pierre's Concrete Ltd.	(403) 845-5153
Proform Concrete Services (285319 Alberta Ltd.)	(403) 343-6099

**Division 4****MASONRY CONTRACTORS**

Block-Tech Industries Ltd.	(403) 877-5301
Central Alberta Tile One Inc.	(403) 346-7088
J.R. Masonry Western Ltd.	(403) 348-0500
Stoneworx Stucco & Masonry	(403) 588-7625
Westar Masonry Ltd.	(403) 352-5784

**MASONRY UNITS & ACCESSORIES – SUPPLY**

Brock White Construction	(403) 287-5889
Central Alberta Tile One Inc.	(403) 346-7088
NCA Northland - A White Cap Company	(403) 342-1555

**Division 5****STRUCTURAL STEEL**

Arc Fusion	(403) 396-8572
Bernie Lublinkhof Welding Ltd.	(403) 729-2261
Red Deer Piling Inc.	(403) 347-3220
Shek Interiors Ltd.	(403) 346-7333
Watson Welding Ltd.	(403) 742-9796

**METAL FABRICATIONS & WELDING**

Action Plumbing & Excavating Ltd.	(403) 742-5237
Arc Fusion	(403) 396-8572
Bernie Lublinkhof Welding Ltd.	(403) 729-2261
Canada Welding Engineering Corporation	(613) 282-2026
Hawk Custom Sheet Metal Ltd.	(403) 340-8010
Prime Boiler Services	(403) 346-8787
Red Deer Piling Inc.	(403) 347-3220
Watson Welding Ltd.	(403) 742-9796
Will's Welding Ltd.	(403) 783-3733

**REINFORCING STEEL – SUPPLY, FABRICATION & PLACING**

Arc Fusion	(403) 396-8572
Watson Welding Ltd.	(403) 742-9796

**Division 6****ARCHITECTURAL WOODWORK/MILLWORK**

Abel Corporation	(403) 782-7293
Alberta Custom Millwork Inc.	(403) 357-4353
Budal Construction	(403) 342-1410
Finishing Touch Builders Ltd.	(403) 347-1900
Gentek Building Products	(403) 506-4990
Home Building Centre	(403) 343-6422

**WOOD FRAMING**

Budal Construction	(403) 342-1410
Extreme Concrete Inc.	(403) 200-4796
Finishing Touch Builders Ltd.	(403) 347-1900
Ofstie Carpentry and Contracting	(403) 396-4537
Shunda Consulting & Construction Management Ltd.	(403) 347-6931
Wolf Creek Building Supplies Ltd.	(403) 782-1780

**WOOD MATERIALS**

Abel Corporation	(403) 782-7293
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Extreme Concrete Inc.	(403) 200-4796
Home Building Centre	(403) 343-6422
Ofstie Carpentry and Contracting	(403) 396-4537
Wolf Creek Building Supplies Ltd.	(403) 782-1780

**DECK CONSTRUCTION**

Ofstie Carpentry and Contracting	(403) 396-4537
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**Division 7****BUILD-UP, MODIFIED, METAL & SINGLE PLY ROOFING**

Brock White Construction	(403) 287-5889
Goodmen Roofing Ltd.	(403) 343-0380
Legacy Roofing Ltd.	(403) 358-7663
Roofmart Alberta Inc.	(403) 341-4121

**MEMBRANE ROOFING**

Brock White Construction	(403) 287-5889
Goodmen Roofing Ltd.	(403) 343-0380
Legacy Roofing Ltd.	(403) 358-7663

**ROOF MAINTENANCE**

Goodmen Roofing Ltd.	(403) 343-0380
Home Building Centre	(403) 343-6422
Legacy Roofing Ltd.	(403) 358-7663
Posi-Slope Western	(604) 599-6655

**ASPHALT SHINGLES**

Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Goodmen Roofing Ltd.	(403) 343-0380
Home Building Centre	(403) 343-6422
Legacy Roofing Ltd.	(403) 358-7663
Roofmart Alberta Inc.	(403) 341-4121
Wolf Creek Building Supplies Ltd.	(403) 782-1780

**DECK COVERINGS/ALUMINUM RAILINGS**

Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Extreme Concrete Inc.	(403) 200-4796
Goodmen Roofing Ltd.	(403) 343-0380
Real Enterprises Ltd.	(403) 358-3535

**DAMP PROOFING/WATERPROOFING**

Brock White Construction	(403) 287-5889
Cen-Con Concrete Inc.	(403) 346-1553
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Extreme Concrete Inc.	(403) 200-4796
Gilmar Construction Ltd.	(403) 343-1028
Goodmen Roofing Ltd.	(403) 343-0380
Marshall Construction Company Inc.	(403) 343-6386
NCA Northland - A White Cap Company	(403) 342-1555
Posi-Slope Western	(604) 599-6655
Propaint	(403) 877-1655
Roofmart Alberta Inc.	(403) 341-4121

**CAULKING/SEALANTS & GROUT**

Brock White Construction	(403) 287-5889
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Extreme Concrete Inc.	(403) 200-4796
Gentek Building Products	(403) 506-4990
NCA Northland - A White Cap Company	(403) 342-1555
Real Enterprises Ltd.	(403) 358-3535
Roofmart Alberta Inc.	(403) 341-4121
Wolf Creek Building Supplies Ltd.	(403) 782-1780

**AIR BARRIERS**

Brock White Construction	(403) 287-5889
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
Gentek Building Products	(403) 506-4990
Home Building Centre	(403) 343-6422
NCA Northland - A White Cap Company	(403) 342-1555
Roofmart Alberta Inc.	(403) 341-4121
Wolf Creek Building Supplies Ltd.	(403) 782-1780

**ROOFING MANUFACTURING/SUPPLIERS**

Brock White Construction	(403) 287-5889
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden	(403) 341-5600
IKO Industries	(403) 700-0257
Posi-Slope Western	(604) 599-6655
Roofmart Alberta Inc.	(403) 341-4121
Wolf Creek Building Supplies Ltd.	(403) 782-1780

## SIDING/SUPPLIERS

Budal Construction.....	(403) 342-1410
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Extreme Concrete Inc.....	(403) 200-4796
Gentek Building Products.....	(403) 506-4990
Goodmen Roofing Ltd. ....	(403) 343-0380
Roofmart Alberta Inc.....	(403) 341-4121
Wolf Creek Building Supplies Ltd.....	(403) 782-1780

## STEEL CLADDING & METAL SOFFITS & FASCIA

Budal Construction.....	(403) 342-1410
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Extreme Concrete Inc.....	(403) 200-4796
Finishing Touch Builders Ltd.....	(403) 347-1900
Gentek Building Products.....	(403) 506-4990
Goodmen Roofing Ltd. ....	(403) 343-0380
Roofmart Alberta Inc.....	(403) 341-4121
Wolf Creek Building Supplies Ltd.....	(403) 782-1780

## FIRE STOPPING

Brock White Construction.....	(403) 287-5889
Impact Firestopping (Era Ventures Inc.).....	(403) 348-9719

## Division 8

### METAL DOORS & HARDWARE

Allmar Inc.....	(403) 347-6332
Budal Construction.....	(403) 342-1410
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Doormasters .....	(403) 347-8670
Ofstie Carpentry and Contracting .....	(403) 396-4537
Penner Doors & Hardware .....	(403) 318-6999
Red Deer Home Repair Services.....	(403) 342-4646
Red Deer Overdoor .....	(403) 343-1316
Shek Interiors Ltd. ....	(403) 346-7333
Wolf Creek Building Supplies Ltd.....	(403) 782-1780

### ALUMINUM WINDOWS & ENTRANCES

Home Building Centre .....	(403) 343-6422
Generation Glass Ltd. ....	(403) 886-5221
Red Deer Home Repair Services.....	(403) 342-4646
Royal Glass .....	(403) 887-0190

### CURTAIN WALL

Doormasters.....	(403) 347-8670
Home Building Centre .....	(403) 343-6422
Generation Glass Ltd. ....	(403) 886-5221
Ofstie Carpentry and Contracting .....	(403) 396-4537
Red Deer Overdoor .....	(403) 343-1316
Royal Glass .....	(403) 887-0190

### WOOD CURTAIN WALL

Ofstie Carpentry and Contracting .....	(403) 396-4537
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### COILING/FOLDING DOORS & GRILLES

Doormasters.....	(403) 347-8670
Red Deer Overdoor .....	(403) 343-1316

### OPERABLE/MOVEABLE WALLS

Doormasters.....	(403) 347-8670
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### WOOD DOORS & HARDWARE

Allmar Inc.....	(403) 347-6332
Budal Construction.....	(403) 342-1410

### Central Alberta Co-op Ltd.

- Red Deer Home & Garden .....	(403) 341-5600
Finishing Touch Builders Ltd.....	(403) 347-1900
Ofstie Carpentry and Contracting .....	(403) 396-4537
Penner Doors & Hardware .....	(403) 318-6999
Red Deer Home Repair Services.....	(403) 342-4646
Wolf Creek Building Supplies Ltd.....	(403) 782-1780

### GLASS & GLAZING

Home Building Centre .....	(403) 343-6422
Generation Glass Ltd. ....	(403) 886-5221
Gentek Building Products.....	(403) 506-4990
Red Deer Home Repair Services.....	(403) 342-4646
Royal Glass .....	(403) 887-0190

### SECTIONAL OVERHEAD DOORS

Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Doormasters.....	(403) 347-8670
Home Building Centre .....	(403) 343-6422
Red Deer Overdoor .....	(403) 343-1316
Wolf Creek Building Supplies Ltd.....	(403) 782-1780

## Division 9

### GYPSUM BOARD/STEEL STUDS/DRYWALL

Alpine Drywall Plastering & Interiors Co. Ltd. ....	(403) 348-8640
Atek Developments Inc. ....	(403) 342-4885
Bling Interiors .....	(403) 302-0582
Budal Construction.....	(403) 342-1410
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Cook Contracting Ltd. ....	(403) 347-9909
Era Ventures Inc.....	(403) 348-9719
Foundation Building Materials (FBM).....	(403) 343-1100
Shek Interiors Ltd. ....	(403) 346-7333
Thermo Pro Insulation and Drywall.....	(403) 782-0610
Wolf Creek Building Supplies Ltd.....	(403) 782-1780

### CERAMIC TILE

Budal Construction.....	(403) 342-1410
Carpet Colour Centre	
- Carpet One Floor & Home.....	(403) 343-7711
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Central Alberta Floorings - Mohawk Floorscapes (403) 342-5010	
Central Alberta Tile One Inc .....	(403) 346-7088
NCA Northland - A White Cap Company .....	(403) 342-1555
West Country Floors Inc.....	(403) 598-5747

### CARPET/RESILIENT FLOORING

Budal Construction.....	(403) 342-1410
Carpet Colour Centre -	
- Carpet One Floor & Home .....	(403) 343-7711
Central Alberta Co-op Ltd. -	
- Red Deer Home & Garden .....	(403) 341-5600
Central Alberta Floorings - Mohawk Floorscapes (403) 342-5010	
Central Alberta Tile One Inc .....	(403) 346-7088
Shek Interiors Ltd. ....	(403) 346-7333
West Country Floors Inc.....	(403) 598-5747

### ACCESS FLOORING

Carpet Colour Centre	
- Carpet One Floor & Home.....	(403) 343-7711
Central Alberta Tile One Inc .....	(403) 346-7088

### PAINTING & FINISHING

Budal Construction.....	(403) 342-1410
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden.....	(403) 341-5600
Era Ventures Inc.....	(403) 348-9719
Hall Industrial Contracting Ltd. ....	(403) 885-8885
VCP Painting .....	(403) 347-0632
Western Painting & Decorating Ltd. ....	(403) 342-1514

### ACOUSTICAL CEILINGS

Alpine Drywall Plastering & Interiors Co. Ltd. ....	(403) 348-8640
Atek Developments Inc. ....	(403) 342-4885
Bling Interiors .....	(403) 302-0582
Budal Construction.....	(403) 342-1410
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Cook Contracting Ltd. ....	(403) 347-9909
Era Ventures Inc.....	(403) 348-9719
Foundation Building Materials (FBM).....	(403) 343-1100
Shek Interiors Ltd. ....	(403) 346-7333
Thermo Pro Insulation and Drywall.....	(403) 782-0610

### STUCCO

Atek Developments Inc. ....	(403) 342-4885
Foundation Building Materials (FBM).....	(403) 343-1100
Shek Interiors Ltd. ....	(403) 346-7333
VCP Painting .....	(403) 347-0632

### VINYL WALL COVERING

Budal Construction.....	(403) 342-1410
Carpet Colour Centre	
- Carpet One Floor & Home.....	(403) 343-7711
Gentek Building Products.....	(403) 506-4990
Shek Interiors Ltd. ....	(403) 346-7333
VCP Painting .....	(403) 347-0632
West Country Floors Inc.....	(403) 598-5747
Western Painting & Decorating Ltd. ....	(403) 342-1514

### SPRAY FIREPROOFING

Impact Firestopping (Era Ventures Inc.).....	(403) 348-9719
Propaint .....	(403) 877-1655
Shek Interiors Ltd. ....	(403) 346-7333
VCP Painting .....	(403) 347-0632

### FIRE STOP, FIREPROOFING, INSULATION

Brock White Construction .....	(403) 287-5889
Central Alberta Fire Protection .....	(403) 346-5150
Impact Firestopping (Era Ventures Inc.).....	(403) 348-9719
Posi-Slope Western .....	(604) 599-6655
Shek Interiors Ltd. ....	(403) 346-7333

### EXTERIOR INSULATION & FINISH SYSTEM, ACRYLIC STUCCO

Shek Interiors Ltd. ....	(403) 346-7333
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## Division 10

### SHUTTER

Doormasters .....	(403) 347-8670
Gentek Building Products.....	(403) 506-4990
Red Deer Overdoor .....	(403) 343-1316

## Division 11

### HOOD & VENTILATION SYSTEMS

Bruin's Plumbing and Heating.....	(403) 343-6060
Cremac Metal Products Ltd.....	(403) 343-2044
Hawk Custom Sheet Metal Ltd.....	(403) 340-8010
Magnum Mechanical Systems Ltd.....	(780) 352-8542
MiLo Group Ltd.....	(403) 358-8326

## Division 12

### WINDOW TREATMENTS

Budal Construction.....	(403) 342-1410
Carpet Colour Centre - Carpet One Floor & Home.....	(403) 343-7711
Central Alberta Co-op Ltd.	
- Red Deer Home & Garden .....	(403) 341-5600
Central Alberta Floorings - Mohawk Floorscapes ...	(403) 342-5010

## Division 13

### PRE-ENGINEERED BUILDING

Black Creek Developments Inc.....	(403) 887-7794
Clark Builders.....	(403) 596-1000
Pearl Rose Construction Ltd.....	(403) 309-0328
Phoenix Construction Inc.....	(403) 342-2225
RBW Consulting (2015) Ltd.....	(403) 348-9905
Scott Builders Inc.....	(403) 343-7270
Shunda Consulting & Construction Management Ltd.....	(403) 347-6931
Timcon Construction Ltd.....	(403) 347-1953
Tricon Developments Inc.....	(403) 782-7985

## Division 14

### ELEVATORS & HANDICAPPED LIFTS

R & E Elevator Ltd.....	(403) 341-5344
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## Division 15

### MECHANICAL CONTRACTOR

Action Plumbing & Excavating Ltd.....	(403) 742-5237
Altac Mechanical Inc.....	(587) 471-4120
Bruin's Plumbing & Heating .....	(403) 343-6060
Certified Mechanical Systems Ltd.....	(403) 886-5805
Civic Mechanical Ltd.....	(403) 782-2975
Cremac Metal Products Ltd.....	(403) 343-2044
Hawk Custom Sheet Metal Ltd.....	(403) 340-8010
Independent Control Services Ltd.....	(403) 347-9797
Ken's Plumbing Service Ltd.....	(403) 346-4769
Kles-Air Mechanical Ltd.....	(403) 782-7722
Lime Developments Ltd.....	(403) 396-7489
Magnum Mechanical Systems Ltd.....	(780) 352-8542
McMullen's Refrigeration & Heating Ltd.....	(403) 342-1155
MiLo Group Ltd.....	(403) 358-8326
Static Sheet Metal & Fabrication Ltd.....	(587) 306-3486
Prime Boiler Services.....	(403) 346-8787
World Class Contracting Ltd.....	(403) 346-9699
The Trenchless Guys Ltd.....	(403) 588-9098

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Central Alberta Fire Protection .....	(403) 346-5150
Certified Mechanical Systems Ltd.....	(403) 886-5805
Troy Life & Fire Safety Ltd.....	(403) 547-1647

### FIRE EXTINGUISHERS - SUPPLY

Troy Life & Fire Safety Ltd.....	(403) 547-1647
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### FIRE EXTINGUISHERS - SERVICE

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Troy Life & Fire Safety Ltd.....	(403) 547-1647

### MECHANICAL EQUIPMENT-SUPPLY & INSTALL

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Emco Corporation.....	(403) 346-7300
Hawk Custom Sheet Metal Ltd.....	(403) 340-8010
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McMullen's Refrigeration & Heating Ltd.....	(403) 342-1155
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MiLo Group Ltd.....	(403) 358-8326
Phase 3 Electric Ponoka Ltd.....	(403) 783-2199
Sable Electrical Services Ltd.....	(403) 342-2099
Sauder Electric Ltd.....	(403) 782-6899

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Hawk Custom Sheet Metal Ltd.....	(403) 340-8010
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Traders Tec-Systems Controls Ltd. .... (403) 341-3903

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Custom Electric Ltd. .... (403) 291-3303  
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MiLo Group Ltd. .... (403) 358-8326  
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## MESSAGE FROM THE MINISTER OF INFRASTRUCTURE PETE GUTHRIE

I appreciate everything that the members of the Red Deer Construction Association (RDCA) do to move our province forward. I'm looking forward to working with you as we deliver on infrastructure projects that are important to central Albertans.

When it comes to infrastructure projects in Red Deer, top of mind is the Red

Deer Regional Hospital Centre, which is being redeveloped to increase patient capacity and improve health care. The \$1.8 billion redevelopment consists of the construction of an ambulatory building, a new patient tower, as well as renovations to the existing hospital main building. This project entered the design phase in June 2023 and con-

struction of the new patient tower and ambulatory building is anticipated to begin in 2025.

Building a modern acute-care hospital takes about 10 years from the start of planning to the end of construction. The Red Deer Regional Hospital Centre redevelopment is one of the largest health care projects that the province

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has ever undertaken with construction expected to be complete by 2030 or 2031. We are committed to shortening the timelines where possible.

Alberta's government is committed to providing new and modernized schools in communities where they are needed most. In Red Deer, construction continues to move forward on the modernization of Hunting Hills High School, and I am happy to note that construction has wrapped on the new St. Lorenzo Ruiz Middle School. Doors are open for the 2023-24 school year.

With a budget of over \$200 million, the new Red Deer courthouse is nearing completion and is currently being outfitted with furniture and equipment readying it for opening in 2024.

Ensuring Albertans have the infrastructure in place to support the services they need does not always mean

building new. It also means taking good care of existing government facilities with an eye to ensuring environmental sustainability and best use of taxpayer dollars. So, in Red Deer, at facilities such as the Remand Centre, Provincial Building, and courthouse we are investing about \$34 million into 13 capital maintenance and renewal projects. These investments will help to make sure boilers and air handling systems are working effectively, sidewalks and parking lots are safe, windows and exteriors are renewed, and elevators and interiors are upgraded.

Through the federal Investing in Canada Infrastructure Program (ICIP), Alberta's government continues to advocate for Albertans, while administering and coordinating this federal funding. Construction has already been completed on nine projects, while

work continues on another 18 projects and project bundles in and around Red Deer. These projects are valued at \$114.3 million and support over 600 jobs while improving or expanding seniors and family housing; storm, water, and wastewater systems; trails and sidewalks; and city, recreational and cultural facilities, as well as community outdoor spaces.

This is a great time to be in Alberta. Our economy is growing, and our future is bright. I appreciate the collaboration and contributions all RDCA members are making to help ensure Albertans have the high-quality infrastructure they need, good-paying jobs, and vibrant communities to call home. I look forward to working with you throughout the years ahead. 🏡



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## MESSAGE FROM THE MAYOR OF RED DEER KEN JOHNSTON

I am honoured to address the esteemed members of the Red Deer Construction Association through this publication. On behalf of the Red Deer City Council and the entire community of Red Deer, I extend my heartfelt gratitude to the Red Deer Construction Association and its dedicated membership for their unwavering commitment to shaping our city into a place we all proudly call home.

Together, we have forged connections that go beyond bricks and mortar. This year, the unveiling of the revitalized GH Dawe Community Centre stood as a testament to our collaborative spirit. In 2021 and 2022, the resurgence of building permits indicated a positive trajectory, a trend that fills us with optimism for the remainder of 2023 and the promising prospects of 2024.

We are pleased to have recently extended the Leading Forward Economic Incentive grant and rebate program in early 2023. This initiative has not only fostered collaboration with businesses and property owners to invigorate our downtown area, but is also anticipated to ripple into broader economic growth. With up to \$280,000 allocated

for investment through categories such as Residential and Mixed-Use Development Grants, and Façade and Storefront Improvement and CPTED Rebates, we look forward to nurturing growth in our city.

A development that holds significance for our community is the future annexation to the north. Council's decision to pursue annexation reflects our commitment to addressing the demand for highway fronting commercial land. This strategic move, encompassing approximately 216 hectares, presents an economic development opportunity that can catalyze business investments, job creation, and economic expansion.

Our interactions with our neighbours in Red Deer County and the transparent dialogue with the landowners in the annexation area underscore the spirit of collaboration that defines our region. This joint effort aligns with our mission to make Red Deer a thriving economic hub, harnessing the potential of commercial development along Highway QEII.

As we gaze toward the horizon, our city remains steadfast in supporting growth, innovation, and development. The Capstone project exemplifies this commitment, with the initiation of a targeted marketing campaign in early 2023 to attract capable investors and developers. The enthusiastic response from over 100 qualified developers is a testament to the exciting progress that lies ahead, propelling us into the realm of vertical construction.

The future of Red Deer brims with promise, and I eagerly anticipate the transformations and growth that await us. I encourage you to reach out to me if you have any inquiries or insights to share. Together, let us continue to shape the future of our remarkable city.

All the best! 🏡





## MESSAGE FROM THE MAYOR OF RED DEER COUNTY JIM WOOD

I am truly honoured to be asked to contribute to the *Central Alberta Builder* magazine. On behalf of Red Deer County and Red Deer County Council, I would like to thank the Red Deer Construction Association (RDCA) for their steadfast commitment to grow, adapt, and motivate change in today's evolving landscape.

The RDCA remains a viable and valued resource for the construction industry and most certainly plays an important role in progressing our local economy as construction in this region has transformed and improved at a dramatic pace. It is amazing to see new technology being applied in building infrastructures.

There was an abundance of construction projects in Red Deer County this past year, and the county stayed the course to champion the transportation routes. As a result, there is steady growth everywhere in our central Alberta region. Red Deer County was presented with the 2022 Project of The Year Award for the Highway 2 and McKenzie Road Interchange Upgrade from the American Public Works Association Alberta Chapter. Construction of the two roundabouts at the McKenzie Road overpass began in May of 2021 and was completed in November of 2021. This project has drastically improved access to and from Gasoline Alley. The APWA Public Works Project of the Year Award was established to promote excellence in the management and administration of public works projects by recognizing the alliance between the managing agency, the consultant/architect/engineer, and the contractor, who, working together, complete public works projects. With the RDCA, the County continues to grow and make our area the best place possible.

The Junction 42 area continues to grow with the ad-

vantage of being located along one of North America's busiest travel and trade routes. This highly visible 290 acres is ready for future commercial development and is taking shape to become one of Alberta's most innovative and future-forward business park developments, which originated as a partnership between Red Deer County and the Government of Alberta. This year, the County welcomed the relocation of UFA's Farm and Ranch Supply store and cardlock to a more accessible spot in the hamlet of Gasoline Alley, conveniently located in the southwest corner and easily accessible for drivers travelling either way on the QE2 and those on the west side coming from Highway 2A. All these establishments are key connection points between people, business, and community.

In closing, I wholeheartedly want to thank the RDCA for their partnership and I look forward to more vibrancy that the RDCA has to offer our community and reflect on all past successes we have had together! 🏡

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## MESSAGE FROM MLA OF RED DEER-SOUTH JASON STEPHAN

I am exceedingly grateful to have been re-elected as the MLA for Red Deer-South as I get to support progress on many of the transformative projects that were announced in our government's first term.

I've heard loud and clear that the Red Deer Regional Hospital Expansion is the number-one priority for

our city and region. In my first term, I forcefully advocated for funding the hospital and we received a \$1.8 billion commitment from the provincial government. My focus this term will be making sure that the hospital expansion proceeds in an accountable and transparent manner. I will be continuous in pushing for the expansion

which will improve health outcomes for families and individuals living and working in Central Alberta.

You may have noticed that the crane around the Red Deer Justice Centre has come down. Construction on that project has moved to the interior and is set to be completed by the end of this year. This project has re-



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Other great projects that are ongoing in our community include the soon-to-be-completed Centre of Excellence for Children and Youth, which will be the new home of the Child Advocacy Centre and other supporting agencies, as well as the construction of the St. Lorenzo Ruiz Middle School and the modernization of Hunting Hills High School.

shaped the skyline of our downtown and should support the backlog in court cases, as there will be 12 court-rooms with the opportunity to expand to 16 court rooms in the future.

The Red Deer Regional Airport has completed Phase 1 of their expansion, which included widening the runway to accommodate large passenger aircraft. The airport says this will attract new airlines, both passenger and cargo, so that the airport can serve as a

logistics hub. Phase 2 of the expansion has now begun, which includes a new terminal and expansion of the main parking lot. This could turn our airport into a significant economic driver for the region.

Other great projects that are ongoing in our community include the soon-to-be-completed Centre of Excellence for Children and Youth, which will be the new home of the Child Advocacy Centre and other supporting

agencies, as well as the construction of the St. Lorenzo Ruiz Middle School and the modernization of Hunting Hills High School.

We love Red Deer and we are blessed with many great advantages. Many outside of Red Deer see that too, and are moving to the city to work, play, live, and raise their families! All of this necessitates a strong construction industry for Red Deer and Central Alberta! 🏡

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## MESSAGE FROM THE MLA FOR RED DEER-NORTH/MINISTER OF HEALTH ADRIANA LAGRANGE

Thank you for this opportunity to provide you with an update on the exciting things that are going on in Red Deer.

The hospital is a big part of what is overall exciting news for the Red Deer region, which is part of a \$3 billion commitment over three years. The Alberta Government knows that this project needs to move forward immediately, and it is.

A total of \$1.8 billion has been committed towards the redevelopment and expansion of the Red Deer Regional Hospital Centre. The transition planning is already underway, and I have spoken with many physicians from

the area to learn from them what they consider to be priorities.

Functional planning has been completed in April 2023 and the design phase is now underway with the architecture firm Dialog Design.

Budget 2023 has in its Capital Plan, \$320.6 million over three years towards the project, which will support the largest redevelopment of a major hospital in Alberta's history.

The Functional Program was approved in April 2023 and project planning is now complete. Construction of the main hospital site is expected to be completed by 2031, however, we antic-

ipate the new inpatient tower, as well as the ambulatory care building, will be completed before the completion of the total redevelopment project.

The project will expand inpatient capacity from 370 beds to 570 beds, add three surgical suites plus space to add three more when required in the future, add a cardiac catheterization laboratory, add new medical device reprocessing space, expand ambulatory care capacity, and expand many other clinical programs throughout the hospital.

Planning, designing, and building a modern acute care hospital is a large and complex undertaking that takes








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approximately 10 years to complete. Throughout this process, the current Red Deer hospital will remain operational. I can assure you, I'm doing everything in my power to fast track this process, to get this long overdue expansion up and running.

The Red Deer Recovery Community is now open. We were happy to put \$25 million towards this much-needed facility, which was completed and began accepting patients this past April. It accommodates 75 residents at a time, providing the most effective treatment for addiction and mental health disorders.

Those who seek treatment can stay at the facility for up to a year or more if needed, and access services that range from medical detox to programs that help them get their lives back on track through skills development and relationship building, as well as learning about employment, financial, and housing supports.

Treatment is free for all Albertans and is part of a more robust integrated service delivery model for some of our most vulnerable.

Other projects nearing completion include the Justice Centre, Hunting Hills High School major renovations, the Central Alberta Child Advocacy Centre, modernization of the GH Dawe Community Centre which opened in March 2023, and the St. Lorenzo Ruiz Catholic Middle School, which will be opening in September 2023.

I am also happy to report that it is not just Alberta's government that is investing. We've created the investment climate to encourage private developers to make Red Deer a better place to live, work, and play.

It's against that backdrop that I'm especially encouraged by the progress made on the Hazlett commercial lands.

When it's done, it'll be an impressive development of the Major Regional Highway Commercial Centre at the

northwest quadrant of the Highway 2 – Highway 11A intersection, with over \$300 million of private investment and approximately 3,000 jobs created.

Annexation into the City of Red Deer is nearing final approval, where you'll see 200 acres of development that will include a variety of major highway commercial uses such as large-format retailers, or what we all call "big box stores", along with everything you'll

need for commercial, hotel space, dining, entertainment, and business.

It seems each year gets bigger and better. We continue to have so much to celebrate in Red Deer and I thank each and every one of you for the positive contributions you make to Red Deer and Central Alberta! 🏡





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# CCA addressing resilient infrastructure and workforce capacity through collective advocacy



Canadian  
Construction  
Association

BY MARY VAN BUREN, CCA PRESIDENT

Representing 17,000+ member firms, the Canadian Construction Association (CCA) is proud of our mission to inspire a progressive, innovative, and sustainable construction industry.

The key to our collective success is working with valued partner associations like the Red Deer Construction Association. Together, we are driving impactful change on key issues, benefiting not just our industry, but Albertans and all Canadians.

The extreme weather events in Alberta, from wildfires to tornadoes and

extreme heat and rainfall, underscores the urgent need for increased investment in resilient infrastructure, a capable and sufficient workforce to re-build sustainably, and a place for them to live and contribute to their communities.

An emerging issue is not just the funding of affordable housing, but also the funding of the infrastructure necessary to connect housing to sewers, clean water, roads, and accompanying social infrastructure, such as schools, clinics, fire stations, etc.

## Advancing a Canadian Trade Infrastructure Plan

The industry is gaining traction in its pursuit of more investment in key trade gateways and corridors across the country. Canada's declining reputation as a global trade partner was a top concern at a meeting of premiers and territorial leaders in Winnipeg where I, along with two other coalition partners, made a breakfast presentation on July 12 advocating for a Canadian Trade Infrastructure Plan.

Canada's premiers recognized that trade-enabling infrastructure are an indispensable part of Canada's economic profile – supporting supply chains and the growth of businesses while also helping to fund vital social services and public infrastructure from the revenue earned. They also called on the federal government to convene a First Ministers' meeting dedicated to discussing the priorities of a strategic trade corridor infrastructure federal program and its link to Canada's economic growth and competitiveness.

Alberta is one of Canada's top exporters and stands to benefit from this strategy.

The CCA thanks our coalition partners, which include the Canadian Chamber of Commerce, Canada West Foundation, Canadian Manufactur-



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ers and Exporters, Civil Infrastructure Council Corporation, and Western Canada Roadbuilders, for this important step towards achieving a Canadian Trade Infrastructure Plan.

### Workforce remains an urgent priority

We achieved some headway with the federal government on our collective cornerstone issue to rebuild Canada's workforce through immigration reform. The Department of Immigration, Refugees and Citizenship recently announced a new process under the Express Entry program to welcome skilled newcomers with work experience in occupations considered a priority in Canada. Ten occupations in construction, including carpenters, plumbers, welders, and electricians, are included in the list of nearly 83 jobs.

Our collective efforts to make the

workforce shortage issue a priority for the Government of Canada, bringing the message locally, provincially, and federally through our Hill Day and semi-annual Meech Lake meetings, has also generated government support for investing in promotion of the trades and increasing immigration targets to help ease the shortfall.

Conversations will continue, however as the government needs to create a more supportive environment to alleviate the labour choke points that risk crippling Canada's economic growth. This includes changing an outdated immigration point system and working with provinces to ensure better skills matching.

The urgent need for skilled trade workers is also receiving nationwide attention as we work to build the number of apprentices, through our partnership with the Canadian Ap-

prenticeship Service (CAS), and turn construction into a first-choice career, through our industry-wide Talent Fits Here campaign. Within the first six months of the CAS program, millions in funds have been dispersed to eligible employers and 47 per cent of the apprentices self-identified as being from an equity-deserving group.

### Fair procurement

The value of involving contractors earlier in the project is gaining steam. The CCA obtained a commitment from government leaders at its semi-annual Meech Lake meeting to establish a working group on procurement and project delivery methods. To build the infrastructure needed across the country and recruit the workforce of the future, federal procurement strategies need to adapt to encourage innovation, include contractors earlier in the pro-

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cess, account for long-term value and sustainability, promote the use of alternative delivery models, and support shared risk.

The CCA continued its summer Standard Practices Tour to learn first-hand from members about their challenges with current procurement practices. With stops at the CCA Annual Conference, Kelowna and Prince Edward Island so far, we learned a lot and reported our findings in October.

CCA's *Best Practices Services* is delivering new resources – some of which are being developed through the work of our National Advisory Councils. Take a few minutes to watch one of our Read Your Construction Contract webinars at [www.cca-acc.com/events/connected-webinars/past-webinar-recordings/](http://www.cca-acc.com/events/connected-webinars/past-webinar-recordings/). We are also increasing our outreach to buyers of construction so

we can educate them on the benefits of sharing risk and involving contractors early in the project.

### Action-backed policies to support green infrastructure

The CCA is participating in a working group on Canada's Green Buildings Strategy. We are also aligning with our partner associations on our call to governments to update building codes, provide incentives for businesses, share climate data, and create a list of approved "green" materials.

Budget 2023's proposed tax credits in clean technologies and hydrogen are a missed opportunity that we are addressing. Tying restrictive labour conditions to these incentives effectively discriminates against an important segment of the Canadian workforce and, in particular, small- and medium-sized companies. Over the next few months,

the CCA will be reinforcing our budget asks in support of a strong economy through meetings with senior government leaders, a robust outreach strategy, and Hill Day 2023 where the industry will convene to make our message heard in Ottawa.

### Stay in touch!

You can count on the CCA to be a collaborative partner to the Red Deer Construction Association, providing helpful tools, sharing best practices across the country, and being your voice with the federal government.

Stay in the loop by subscribing to the CCA's newsletter at [bit.ly/ccasubscribe](http://bit.ly/ccasubscribe), by following @ConstructionCAN on Twitter, or by looking up Canadian Construction Association on LinkedIn. 🏠

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# Alberta Construction Association update

BY KEN GIBSON, ACA EXECUTIVE DIRECTOR



Alberta Construction Association (ACA) advocacy continues with meetings of key newly appointed cabinet ministers, including Infrastructure, Jobs and Economy, and Immigration. The focus of such advocacy is to demonstrate to government the strong alignment of industry and government priorities.

One such priority is effective Prompt Pay legislation for all projects. The Government of Alberta remains committed to expanding prompt pay to projects under the Public Works Act with the ACA serving on a joint Infrastructure/industry working group providing advice on how best to proceed.

Service Alberta intends to launch consultations this fall on reviewing implementation issues with the current Prompt Pay legislation. The ACA thanks members for providing their experience under the current payment legislation which will inform ACA's input to Service Alberta.

The ACA is very concerned with Service Alberta's proposal to exempt selected megaprojects from prompt pay legislation ostensibly to attract such megaproject investment to Alberta. The ACA forged a coalition of like-minded construction associations to oppose such exemptions. Adoption of changes to invoicing or payment periods adds enormous financial risk to Alberta's construction industry and will take Alberta contractors out of bidding on these projects. Allowing exemptions to prompt pay on one project will inevitably lead to numerous

requests for exemptions on the grounds of competitiveness and affordability, easily impacting projects contractors would normally bid on in their community.

Our coalition of associations urge the Government of Alberta to consider tax, financing, labour relations, and other tools to improve investment attractiveness, rather than supporting major global project investors on the backs of our small construction businesses and their employees. All Albertans benefit from these investments and all Albertans should bear the cost of enhancing Alberta's attractiveness for these investments. We urge a multi-minister task force meet with our organizations for this purpose.

A second advocacy priority is urging government policy and program support to address skill and labour shortages. The ACA continues to advance with government industry proposals to improve apprenticeship training and to speed up immigration.

The ACA appreciates industry uptake of the government-funded Trade Pathways program to bring new hires into construction and to upgrade skills through the Construction New Talent Program. The ACA will continue to provide these services in partnership with local construction associations. 🏗️

The logo for KPSL (Ken's Plumbing Service Ltd.) features a stylized blue water drop inside a black gear. Below the logo, the text 'KPSL' is written in large, bold, black letters, and 'KEN'S PLUMBING SERVICE LTD.' is written in smaller, blue letters below it.

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## *Become a Gold Seal Employer*

BY CHANEL ROBERTS, MANAGER, EDUCATION AND GOLD SEAL CERTIFICATION PROGRAM, CANADIAN CONSTRUCTION ASSOCIATION

With over 11,000 Gold Seal Certified (GSC) professionals across Canada, the Canadian Construction Association's (CCA) Gold Seal Certification Program is the industry's nationally recognized certification for construction management professionals. Through professional development and continued mentorship, this professional certification program is focused on helping individuals achieve excellence through education, training, and skills development.

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Employers who support their employees' professional development are seen as industry leaders. Not only do they profit from the integrity and prestige of their Gold Seal Certified employees, they also get to highlight their commitment to excellence in construction management. One of the benefits of certification is that it can be easily incorporated into an organization's human resource strategy.

*Shunda is an RDCA member and a Gold Seal Employer.*



Certified individuals maintain higher levels of responsibility, accountability, and subject matter expertise gained through both education and experience. Employers can showcase their appreciation and support of professional development through recruitment by asking for certification in job requirements.

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fication provides individuals with the knowledge, skills and experience needed to become the strong foundation of a thriving company.

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*Professionals with Gold Seal Certification meet marketplace demands, stand out from the competition, and are profitable employees.*



projects will be managed by Gold Seal Certified personnel. We strongly believe that having a certified team inspires confidence from owners, designers, and our subtrade partners.”

The Gold Seal Certification Program now recognizes 16 Gold Seal Employers across Canada! To learn more about becoming a Gold Seal Employer, contact the Gold Seal team at [gold-seal@cca-acc.com](mailto:gold-seal@cca-acc.com).

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To learn more about Gold Seal Certification, visit [cca-acc.com/workforce-excellence/gold-seal](http://cca-acc.com/workforce-excellence/gold-seal).

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# Improving safety at the COR™ of the Alberta Construction Safety Association



*Implementing safety in the workplace and ensuring safe practices are followed is the main purpose of COR, but there are other benefits to the employer.*

The Alberta Construction Safety Association (ACSA) is one of Alberta's longest-standing Certificate of Recognition (COR)™ and Small Employer Certificate of Recognition (SECOR)™ certifying partners. Of the 10,500 COR-certified and SECOR-certified employers in Alberta, half were certified through the ACSA.

Matthew Nasby, manager of COR for the ACSA, believes that the orga-

nization's solid reputation comes from providing high-quality services while focusing on continuous improvement.

"Auditing is a snapshot in time... it's an evolution of trying to do better, learning from what has worked, what isn't working, and identifying what you need to do to improve your health and safety management system (HSMS) on an ongoing basis," says Nasby.

The COR certification aims to prove

that a certified auditor has evaluated an employer's HSMS and meets a specific standard. It is in place to ensure a company has a functioning HSMS to improve safety within the organization.

Nasby says that research proves that COR-certified employers have fewer injuries and incidents. Achieving COR is one thing, but employers must also focus on continual improvement and it's important to identify safety gaps in

your organization. The ACSA can work together to get you the support and resources you need to improve. That's another way that they can help, as this is a service they provide to members.

Implementing safety in the workplace and ensuring that safe practices are followed is the main purpose of COR, but there are other benefits to the employer as well. Nasby says that it is proven to reduce workplace injuries. The WCB gives rebates to companies with COR, which can be significant for many organizations. If you're a hiring company, COR reduces risk because you want to work with a contractor with an established HSMS. The ACSA also offers COR for smaller employers. SECOR criteria is like COR, and assessments are evaluated by ACSA – a certifying partner – not by the employer to ensure standards are upheld. At the end of the evaluation, they also provide feedback and recommendations to the

employer for continuous improvement.

"The ACSA has another advantage. We have our own audit instrument that we are constantly improving," says Nasby. "We consider the feedback we receive when making improvements. For example, we eliminated some redundant questions and revised the language in the 2023 audit instrument to increase efficiency while maintaining overall integrity. We also adjusted the scoring on several audit components to reflect the employer's activities more accurately."

COR is based on three validation techniques: documentation, interviews, and observations. With the demand for online learning and many organizations requiring distance learning due to their proximity to a training facility, many components of COR and SECOR are available online. Nasby says that the documentation and interviews for COR can be completed remotely. He



Matthew Nasby, manager of COR for ACSA.

adds that the third technique is physical observation, requiring boots on the ground. This is difficult to validate remotely, but because of the pandemic, they have learned how to manage observations remotely if needed.

"The ACSA works collaboratively with our members and industry experts to continuously improve our programs across the construction industry," says Nasby. "We work hard to

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*With the demand for online learning and many organizations requiring distance learning due to their proximity to a training facility, many components of COR and SECOR are available online.*

maintain the program's integrity while adapting to meet each sector's unique requirements. For example, scaffolding has different needs from the pipeline industry."

The ACSA is the largest member-centric, not-for-profit, industry-funded, certifying partner, driving safety and business excellence in the construction industry. We provide safety training and support services, NHSA and NCSO designations, COR and SECOR. We are here to support you in your safety journey and provide you with the resources to integrate safety excellence in your workplaces.

For more information on COR or SECOR, email [COR@youracsa.ca](mailto:COR@youracsa.ca) or visit [www.youracsa.ca](http://www.youracsa.ca). 



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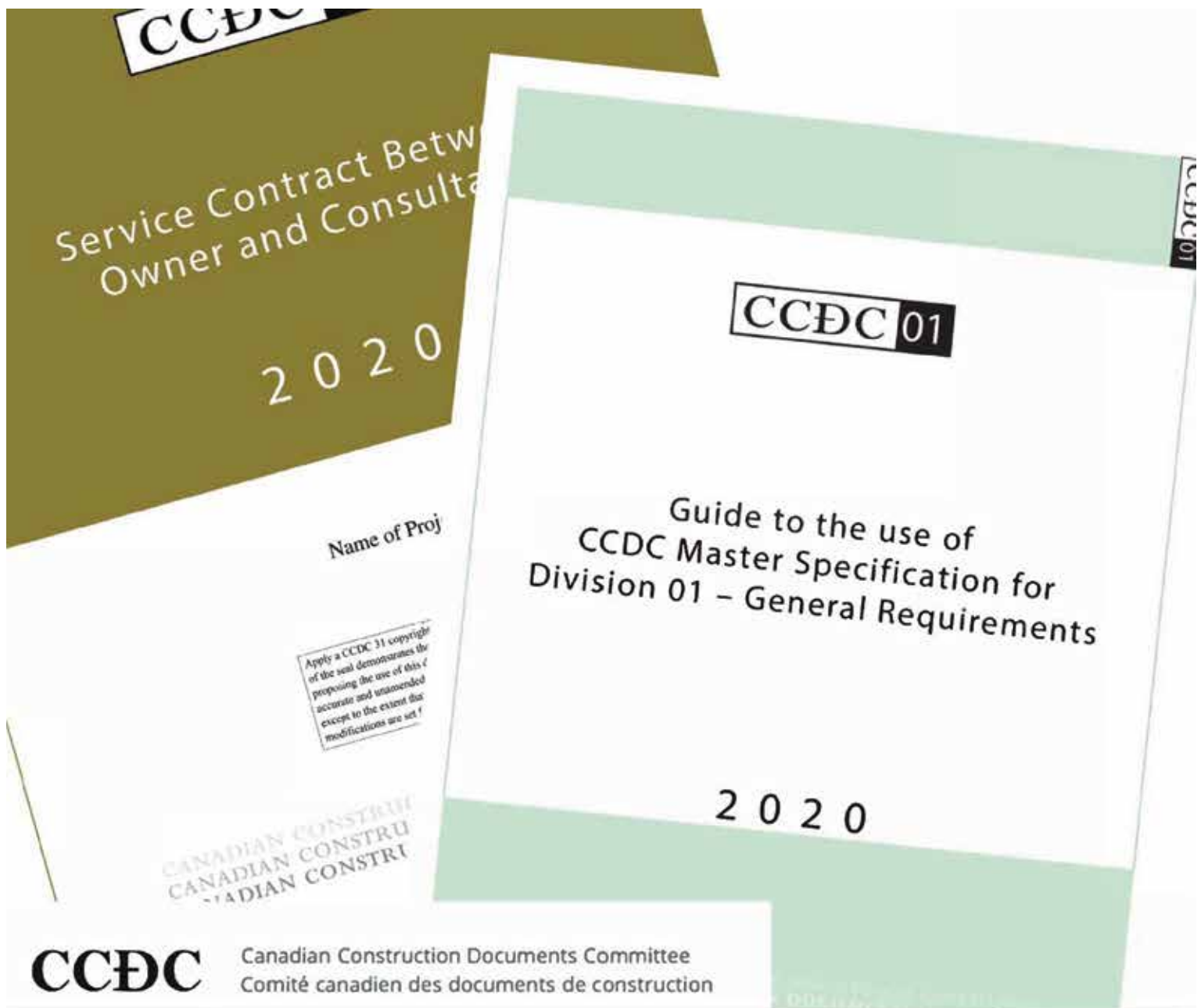
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# Alberta's construction sector on the road to recovery

Alberta's construction industry saw a robust recovery in 2022 that was fueled predominantly by the residential sector and increasing industrial activity. As in most other provinces, however, this positive news was tarnished somewhat by the inability of the labour force to keep pace with growing demand. This situation may persist as the bulk of older-age workers retire throughout the decade.

In our 2023–2032 provincial labour market outlook, we expect 2023 may see stagnant construction employment as demand for new housing contracts through to 2026. The non-residential

sector, meanwhile, is poised to sustain a steady upward trajectory. Major projects spanning road, highway, health care, education, commercial sectors, industrial zones, and public transportation are growing. So too is activity in the oil and gas sector.

Despite the expected residential slowdown easing some recruitment pressures, the extensive non-residential project roster combined with periodic industrial halts and maintenance operations will keep demands high. As a result, we expect that a modest employment growth of two per cent in the non-residential sector will be overshadowed

by a 10 per cent decline in the residential sector. These will translate to an overall three per cent contraction in employment over the forecasted period.

## Challenges looming

One of the looming challenges is the anticipated retirement of 38,200 workers by 2032. This figure accounts for approximately 21 per cent of Alberta's 2022 construction workforce. Although Alberta's younger demographics will help to narrow this gap, with around 38,000 new young workers expected to join the workforce, the prov-



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ince's labour force nonetheless faces a recruitment gap of approximately 5,100 workers by 2032.

Complicating matters somewhat is the lingering effects of construction's downturn in the late 2010s. Apprentice registrations in several of the province's construction trade programs dropped by 57 per cent between 2014 and 2019. This rate of contraction starkly outpaced the 19 per cent employment contraction over the same period. These declining trends in registration and completion could threaten the supply of new certified workers in several trades by 2032, among them boilermakers, bricklayers, carpenters, and electricians.

### **Diversification is key to resolving labour force challenges**

The good news is, these challenges are not without solutions. New approaches that focus on diversifying the construction workforce and recruiting workers from three traditionally under-represented groups – women, Indigenous people, and newcomers to Canada – could pay dividends.

Alberta's construction sector employed approximately 37,500 women in 2022. Although that figure represented an increase of one per cent over 2021, just 32 per cent of women employed in the sector worked directly on site. As a share of the total, women made up seven per cent of the province's construction skilled trades workforce.

The Indigenous community paints a brighter picture. Indigenous workers made up 6.7 per cent of Alberta's construction workforce in 2021. That figure is a slight increase from 2016, and is notably higher than the percentage of Indigenous workers employed in the province's overall labour force. Considering the rapid growth of Canada's Indigenous population and their incli-

nation toward work in the construction sector, there may be scope to further increase their recruitment numbers.

Newcomers and immigrants, who currently account for 19 per cent of Alberta's construction labour force, represent another promising group. Given that Alberta is set to welcome an average of nearly 63,900 international migrants each year over the next decade, this demographic could become a cornerstone for labour force expansion.

### **Conclusion: opportunities – and challenges – ahead**

In conclusion, while Alberta's con-

struction industry is experiencing a post-pandemic recovery, challenges may be on the horizon.

Addressing labour shortages, adapting to fluctuating demands, and diversifying the workforce are critical for the industry's sustained growth and prosperity. With concerted efforts and strategic planning, Alberta's construction industry can navigate these challenges and continue its upward trajectory. 🏗️



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# Red Deer County: Invest with vision



*Junction 42 is Red Deer County's newest business campus located midway between Calgary and Edmonton.*

Red Deer County is strategically located at the crossroads of major transportation routes in Central Alberta. Gasoline Alley, Junction 42, and the Red Deer Regional Airport are all in Red Deer County. There continues to be endless opportunities for development in our business-friendly industrial parks.

Junction 42 is Red Deer County's newest business campus located midway between Calgary and Edmonton. Situated at the intersection of Highway 2 (QEII) and Highway 42, this area has over 30,000 vehicles passing by each day. The convenient location of Junction 42 allows for businesses to connect to the world with easy access to major international air, rail, and ground transportation routes. Junction 42 is also serviced with high-speed fiber optic Internet cable, giving businesses the very best access to connectivity.

Currently, there are over 290 acres of shovel-ready lands, which include opportunities for developments like current and future fuels such as hydrogen, supply chain for transportation and logistics, food production, agriculture, agri-tech, and the needs of existing large manufacturers, agriculture equipment, aerospace, and aero-manufacturing.

Also located in Red Deer County is the Red Deer Regional Airport (RDRA) which is eight-kilometres south of the

City of Red Deer. The properties immediately adjacent to the Hamlet of Springbrook serve a regional population of 300,000 residents. The RDRA has been working studiously to grow and prosper over the past several years.

The RDRA is a key economic driver for Central Alberta. With direct economic impacts of roughly \$55 million and indirect impacts estimated around \$120 million, the airport is the site for over 20 aviation-related businesses, which together employ over 250 people totaling \$20 million in salaries. The airport facilities can accommodate full air services and are home to a thriving cluster of private aviation-related operations with the capacity for growth and continued development. Among the many aviation businesses housed there, the RDRA is home to a flight school, as well as two major aerial firefighting businesses.

With over \$40 million being invested into the RDRA in the past couple years through the tremendous support from the Province, Red Deer County, and the City of Red Deer, Central Alberta will be one of the only airports in western Canada to offer available and affordable air-side, ground-side access for aeronautical/aviation business to locate. The extension of Airport Drive to C&E Trail will open up



200 additional acres of land for development in the coming months. The option for purchase or lease is available for as little as \$2 per square foot and because the RDRA operates as a low-cost business model, they can provide competitive aviation service rates, no business tax, and safe, secure, and efficient service. A new expansion to the existing air terminal will be built to accommodate scheduled international passenger flights. The new development will increase the size of the terminal by 10,000 square feet.

The airport will act as a key anchor for an approach to growth and development with direct access to multi-modal and inter-modal transportation mechanisms for a variety of products, uses, and supply chain solutions.



Red Deer County's competitive advantages make it an excellent place to conduct business. Its commercial, public service, and industrial sectors are growing to include many new developments that provide a wide range of services to residents, businesses, and individuals residing in, as well as visiting the Central Alberta area. 🏡

**To learn more, please contact:**

**The Land & Economic Development Team**

**Red Deer County**

**[invest@rdcounty.ca](mailto:invest@rdcounty.ca)**

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*The Red Deer Regional Airport, which is located in Red Deer County, is a key economic driver for central Alberta.*



*The airport facilities can accommodate full air services and are home to a thriving cluster of private aviation-related operations with the capacity for growth and continued development.*



# Safety in the community

BY BRAD VONKEMAN,  
CHAIR OF THE PARKLAND REGIONAL SAFETY COMMITTEE



The Parkland Regional Safety Committee was once again busy this year promoting safety within our community and raising awareness through various different events and activities.

We have an amazing group of safety people and those connected to safety that organize and execute these events and I would like to give a shout out to all of those who have assisted and volunteered their time to make these things happen in our community.

Events that we have been involved

with include...

## **Day of Mourning and National Safety and Health Week**

We once again organized and held the public Day of Mourning ceremony at Bower Ponds on April 28, 2023 to remember workers and their families that have been impacted by tragic loss. As a safety community, we continue to promote safety and work hard to change these statistics of workers being injured or killed on the worksite.

As part of this we also planted more trees adding to the Fallen Worker Legacy food forest.

The Day of Mourning leads into the annual National Safety and Health Week at the beginning of May. As part of this week and getting the message of safety out, the committee once again organized a live mock incident at a local elementary school. This is a simulation of a student that was hit by a car and injured. Once the event starts, local emergency services are brought in





*As part of the National Safety and Health Week, the committee once again organized a live mock incident at a local elementary school.*

with the sirens blaring, so we had the fire department, an ambulance, and police services enter the scene and show the students what occurs during these types of accidents. While this was going on, it was emceed by local celebrity Joe Whitbread where we have people explaining what is happening at the scene with both the injured student and the driver of the vehicle. Once the mock drill is completed, there is a PPE fashion show featuring some students and the event is wrapped up with a BBQ for the students and participants.

### **BBQ and trade fair**

We were once again able to organize and hold a BBQ and trade fair at Red Deer Polytechnic for the construction trade and the trades students. This is a great event to promote safety as a lifestyle with a number of vendors showcasing products that trades people can use that will assist in keeping them safe in their careers and show these workers that there is support for them in their jobs and chosen work fields to keep them safe.

### **Steps for Life**

We also had a committee organize

and run the Steps for Life, which raises funds for the Threads of Life national charity, which provides support to families and workers that have been impacted by workplace tragedies. This event was held on a beautiful Saturday morning with greetings from local dig-

nitaries and a main speaker that has lived through the results of a workplace tragedy that impacted her life and those connected with the person who passed away.

Other events that we have been involved with include the Alberta Education Health and Safety Association's spring safety symposium, safety messages playing on the big screen in the movie theatre lobby and preshow entertainment, safety tours in a number of school trade departments, and a connection with Vallen and the work they do in promoting safety and safety gear and supplies.

It has been a good year, but we are always looking for more people to connect with and to join with us in what we are doing and promoting in the community and worksite. 🏡



*The National Safety and Health Week also includes a PPE fashion show featuring some students.*



# Supporting the success of members



*OpenCircle supports its 1,700-member companies in meeting the challenges and opportunities of an ever-changing workplace by providing an integrated suite of programs, services, and health benefits.*

OpenCircle (formerly Merit Contractors Association) is a not-for-profit organization that has proudly served construction workers and industry partners across Canada for more than 35 years. The association supports its 1,700-member companies in meeting the challenges and opportunities of an ever-changing workplace by providing an integrated suite of programs, services, and health benefits.

“The needs of businesses in Canada are evolving, as are the needs of employees,” said Line Porfon, OpenCircle CEO. “As such, it’s essential that we, as an organization, continually refine our membership benefits and seek out new and dynamic ways of delivering value to our members, their employees, and families.

We are mapping out our future and are preparing to launch some exciting new initiatives. I look forward to sharing these innovative developments with our members as they unfold.”

OpenCircle is passionate about its commitment to empowering its members through holistic solutions that include:

## **Health & Benefit Plans**

**Hour Bank Benefit Plan** – This plan is designed exclusively for the unique needs of hourly workers and is portable between OpenCircle member companies across Canada that have an Hour Bank Plan.

**Office Supervisory Plan** – This plan is designed for office and administra-

tion staff and operates like a traditional benefit plan. Coverage provided aligns with coverages available under the Hour Bank Benefit Plan.

**Retiree Benefit Plan** – This plan is available to recently retired employees between ages 55 and 89 and offers flexible coverage options with no medical underwriting required, ensuring coverage will continue well into retirement.

**Optional benefits** – Employees have the option to enhance their existing benefits or add additional coverage on an individual basis. Optional benefits available include Optional Life Insurance, Optional Accidental Death and Dismemberment Insurance, and Optional Critical Illness Insurance.



## Educational Support

**Scholarship Program** – OpenCircle scholarships offer financial assistance to the dependents of OpenCircle member employees pursuing post-secondary education or apprenticeship technical training.

**Tuition Refund Program** – Through this program, tuition fees are reimbursed for Hour Bank employees of member companies who successfully complete their apprenticeship training and then return to work for an OpenCircle member company (applicability determined by province).

## Learning

### **Supervisor Training Program (STP)**

– The STP has been designed to help supervisors become more effective and efficient in their roles. The program provides valuable productivity, communication, and time management skills to help supervisors coach, connect, and create a respectful workplace for their teams.

**Project Coordinator Course** – This course provides participants with the knowledge and skills required to help them keep their projects on track and prepares them for the transition to a project manager role.

**Leadership in Business Series** – This series is designed to help owners grow and sustain their business by focusing content on the three pillars vital to the success of a business: finance, strategy, and leadership.

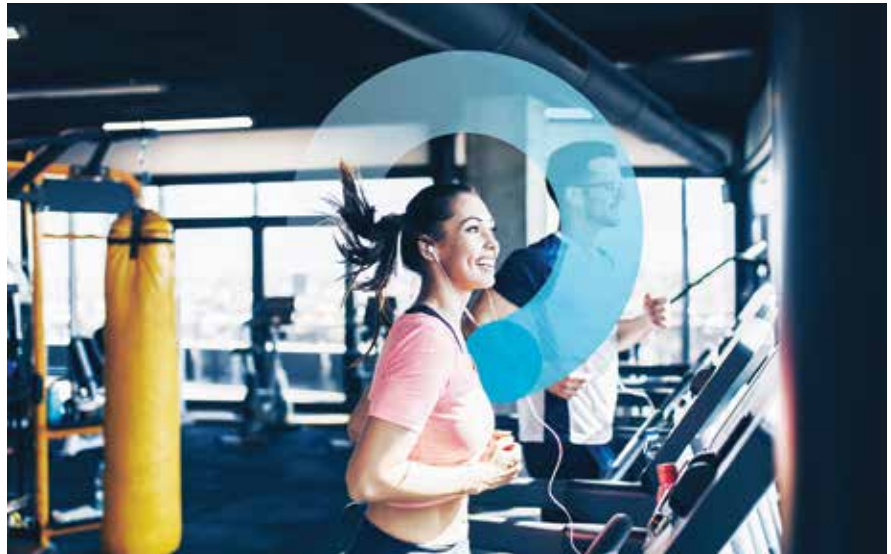
### **Affinity Program**

OpenCircle has partnered with numerous vendors and service providers to give members and their employees access to exclusive deals and discounts.

To learn more about OpenCircle, visit [opencircle.ca](http://opencircle.ca). If you're interested in membership with OpenCircle, contact Laurelee Newell, acting manager, business development at [lnewell@opencircle.ca](mailto:lnewell@opencircle.ca). 🇩🇪



OpenCircle has partnered with numerous vendors and service providers to give members and their employees access to exclusive deals and discounts.



# Blackfalds unveils the newest jewel: Border Paving Plaza



*The Border Paving Plaza is a modern, accessible, and aesthetic gathering place within the centre of the community.*

Where sports, culture, and community meet, the Town of Blackfalds has once again created a one-of-a-kind gathering space for all walks of life, directly across from the Eagle Builders Centre.

The Border Paving Plaza is a modern, accessible, and aesthetic gathering place within the centre of the community. With its unique appearance, centralized location, and features that encourage togetherness, it has been designed to host markets, festivals, performances, and other community events.

The 14,000-square-foot plaza consists of a large concrete pad, a community firepit, bench seating area, stairs, trails, and landscaping; all illuminated with lighting for evening events. The plaza will also feature a mural wall, depicting recreation amenities and events within the Town of Blackfalds, providing a cultural element to the project.

Almost a year from the day of the construction approval, the plaza was completed in September 2023. The

plaza will enrich the community life of Blackfalds, enhance events at the Eagle Builders Centre, and revitalize the downtown core.

The Border Paving Plaza construction was awarded to Timcon Construction in the amount of \$604,133, with the mural being supplied by the Behrends Group in the amount of \$89,249. Architecture firm Stantec then brought the designs and renderings to town council in March of 2022 for approval.

Mayor Jamie Hoover shared during the approved council meeting that he believes this space will be a welcomed addition to the community.

"I personally believe that this will add some great functionality and continuity in this area for what I think is a minimal cost to the municipality given the amazing grant that we received and the sponsorships that we received," said Hoover. "We gain an area that's appealing and easily used and I'm sure once our community sees this, they're going to understand the benefit it's go-

ing to bring to our community."

The Town was successful in receiving funding for the project through the Federal Government's Canada Community Revitalization Fund in the amount of \$501,000 in 2021. Additional funding for the project was received through community sponsorship from Bording Paving Ltd., DB Bobcats Ltd., Eagle Builders, and STEP Energy Services.

The Town of Blackfalds appreciates the work that Border Paving Ltd. has done within the community and is thankful for their title sponsorship of the plaza. They are also grateful for the support from local businesses for their generous contributions to this project.

While construction is still being completed, the Town is excited to bring the community even closer with this space, and is looking forward to announcing its completion. 🏗️



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# *A year in review*

***Bartles and Gibson - Triangle Supply.  
Contractor - Camdon Construction.***



***Blackfalds High School.  
Contractor - Bird Construction.***

***Canadian Tire Red Deer North.***



***Central Alberta Child Advocacy Centre.  
Contractor - Eagle Builders LP.***



**City of Red Deer  
Emergency Services Headquarters.  
Contractor - Timcon Construction Ltd.**



**Delia K-12 School.  
Contractor - Shunda Consulting &  
Construction Management Ltd.**



**Ed Howell Emergency  
Services Training Tower.  
Contractor - Chandos Construction.**





**GH Dawe Community Centre.**  
Contractor - Cana Construction.

**Home Church.**  
Contractor - Tricon Developments Inc.



**Hunting Hills High School Addition.**  
Contractor - Ellisdon Construction Services.

**Jollibee.**



**Lacombe Centre Mall Renovation.**  
Contractor - Scott Builders Inc.



*Motion Fitness  
Bower Shopping Centre.*



*Olds College Addition.  
Contractor - Chandos Construction.*

*Ponoka Co-op Gas Station.  
Contractor - Hawi Construction Ltd.*



*Red Deer Resort and Casino.  
Contractor - Eagle Builders LP.*





**Sharpe Street Plaza.**  
Contractor - Tricon Developments Inc.

**Shoppers Drug Mart - Blackfalds.**  
Contractor - Dawson Wallace Construction Ltd.



**St. Lorenzo Catholic Middle School.**  
Contractor - Clark Builders.



**Starbucks Clearview Market.** Contrac-  
tor - Kor-Alta Construction Ltd.

**Wellings of Red Deer Timberstone.**



## VALUE OF COMMERCIAL CONSTRUCTION PERMITS JANUARY TO JUNE

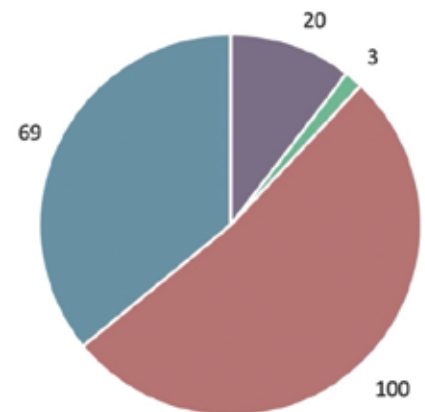
Municipality	2023	2022
City of Red Deer	\$16,471,183	\$27,757,100
County of Red Deer	\$8,031,454	\$16,367,940
City of Lacombe	\$422,970	\$2,389,805
Alberta Total	\$1,533,300.00	1,482,000.00

## CENTRAL ALBERTA CONSTRUCTION ANALYSIS



Total Projects Tendered  
Jan - Jun 2023 - Alberta

2,753



- Addition/Reno/Upgrade
- New Build
- Roads/Bridges/Civil
- Supply/Service/Maintenance



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# Enhancing emergency response

*Red Deer's new 911 Emergency Communications Centre and Emergency Operations Centre empowers rapid response and community protection*

BY SHAYNA WIWIERSKI

In the face of emergencies, every second counts. With unwavering determination and cutting-edge technology, the completion of the Red Deer 911 Emergency Communications Centre last year marked a transformative milestone in emergency response in the region.

The Red Deer 911 Emergency Communications Centre (ECC) and Emergency Operations Centre (EOC) is responsible for dispatching fire appa-

ratus and answering 911 calls for Red Deer and a large portion of Central and Southern Alberta. The former facility that accommodated the centres was undersized, and was combined and divided between various city departments and facilities. It was at a point where they were growing too fast and it was no longer suitable for their needs. As a result, the City went into a competitive bid process to renovate and update the centre to meet the fu-

ture service demand.

"The Red Deer 911 ECC is responsible for answering 911 calls for about 450,000 Alberta residents currently in 70 different municipalities and they dispatch out 70 different departments. We do that with up to seven staff on shift at a time," says Matt White, acting deputy chief for the City of Red Deer Emergency Services. "Right now, we can accommodate all seven staff plus we do have room for surge events,



*The Red Deer 911 Emergency Communications Centre (ECC) and Emergency Operations Centre (EOC) is responsible for dispatching fire apparatus and answering 911 calls for Red Deer and a large portion of Central and Southern Alberta.*

or large-scale events when our call volume spikes due to different types of events going on in any one of those communities we serve. Between the new centre we have here and the secondary one we operate, we can staff up to fifteen 911 and dispatch positions to serve those surge events.”

Construction started on the new facility, which is housed in a former firehouse, in February 2021 after a feasibility study was done in 2020. Throughout construction they maintained an active secondary centre and the 911 staff operated in that as their primary centre for the year of construction.

Once the secondary centre was set up, construction got started at the firehall. The new ECC is located in a two-storey firehall and houses a number of emergency services functions, including administration, fire prevention,

the 911 emergency communications centre, and IT support for Emergency Services. Timcon Construction Ltd., the general contractors on the project, started by demolishing the two apparatus bays, which is where the fire trucks previously parked, and then did some shoring and underpinning of the existing foundations to help facilitate the growth and expansion of the new structure. They also expanded the second floor to give them more usable space since there are multiple services running out of the building.

The total budget for the project was \$6.5 million, with a total construction budget of \$5.7 million. It was partially funded though the City of Red Deer and through the federal government. Since the construction occurred through the COVID-19 pandemic, they were able to apply for the Investing in COVID-19 Community Resilience Grant, which ended up funding the bulk of the project.

There are about 40 kilometres of power and data cable that run throughout the building to support the phone lines, and all of that data comes in and out of the centre every day. Timcon Construction ended up building the centre on a raised floor so all of the heating, ventilation, air conditioning, and power and data run underneath the floor and is accessible through a removable panel. White says that if they need to add desks or change lay-

outs, they are able to do that easily and it all comes up underneath the desks, so there are no wires from above and nothing to trip on. Every station that the dispatchers use also has its own climate control and is adjusted by the individual dispatcher.

The previous facility had room for all seven staff, but White says it was tight and it had far exceeded what was comfortable in the space. The acoustics in the room were also bad and it was difficult for the 911 operators to hear. Part of the process prior to moving the ECC staff out to the new centre was to get an engineer to come in and measure the decibel levels and see what they were at in the old space and then use that data to design acoustics for the new space.

“It made a world of difference,” says White. “We have had an exceptionally busy fire season in Alberta; we have seen unprecedented wildfires and the call volume in that centre is at times twice what it would normally be. So, we have been able to bring people in to support that call volume and they have reported that it maintained a good acoustic sound. We have staffed up in there, so we have had up to eight or nine people working at a time and the acoustics have been excellent. They have been able to have conversations between themselves, everyone had their radio going, but the decibel level doesn’t increase like it used to





*The new ECC is located in a two-storey firehall and houses a number of emergency services functions, including administration, fire prevention, the 911 emergency communications centre, and IT support for Emergency Services.*

and it makes it really functional for our folks.”

The desks also feature a built-in HVAC system to keep operators cool and tempered, as well as the capacity to raise up and lower down to the comfort level of the operator.

The facility also features a tempered air system. Kerry Boothe, president of

Timcon Construction Ltd., says that they wanted a lot of natural light to be able to access the area, and a big part of upgrading their window systems was the use of ballistic glass.

“We had to achieve a certain design parameter for emergency response facilities in Canada, and what that involved was the use of [ballistic] glass

in some areas, not all the areas, but the critical areas,” says Boothe. “We also had to design a blast wall that is located in front of the facility. It’s an element that, if anything ever happened outside, you had to protect the heart of the 911 dispatch... if a tornado decided to happen outside the front the door, that wall would protect the facility.”

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Since it was a construction management project, there were a number of contractors involved in the design of the project. Group2 Architecture and Interior Design did the architecture and interior design, KB Engineering Ltd. were involved with the mechanical and electrical, and Sveinson Consulting Engineers Ltd. did the structural portion of the project. Boothe adds that Farion Architectural Acoustics Inc. did some of the acoustic applications inside the ECC room to eliminate any sound reverberations.

"They were very adamant that the inside of the operating room had to be very quiet," says Boothe. "When [the operators] receive a phone call, it could be the worst day of someone's life. They have to be attentive to what [the callers'] needs are, and it's their administrative job that they set [the caller] on the right trail."

The project was broken up into phases so the construction team could work around the secondary centre that was set up. Once the primary centre was complete, operators and staff could move into it and the construction team then fixed the renovations where the secondary centre was set up. White says that their biggest challenge was maintaining a functional 911 call centre throughout the course of construction.

The new Red Deer 911 Emergency Communications Centre and Emergency Operations Centre has been operating now for over a year and has been able to serve the needs of the community in a more efficient manner for years to come.

"When people call 911, we have trained dedicated folks here that answer that call 24/7, 365 days a year. It's a mission-critical environment and we now have a building in a centre that

will serve the needs of emergency services and the needs of the community for the next 15 to 20 years," says White, who adds that they also built growth into the facility as technology changes. "The whole country is moving towards next-generation 911, which means replacing all the copper phone lines that 911 currently runs on with data cable

and IP lines, so we now have a centre that keeps up with that as the technology changes. We are in a really good position to future-proof ourselves and the community so we can provide reliable 911 dispatch services for years to come." 🏠



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*The St. Lorenzo Ruiz Middle School broke ground in March 2022 and is a Grade 6 to 9 school in the northwest area of the city.*

# Building dreams, shaping minds

## *St. Lorenzo Ruiz Middle School opens in Red Deer*

A new middle school is set to open for the 2023/24 school season in the Kentwood neighbourhood in Red Deer.

The St. Lorenzo Ruiz Middle School broke ground in March 2022 and is a Grade 6 to 9 school in the northwest area of the city. The project is part of the Red Deer Catholic School Division and was built after being approved for \$29.3 million in capital funding by the Alberta Government. The division indicated that their middle school student population in Red Deer has been over 100 per cent capacity in each of their two existing middle schools and a partial kindergarten to Grade 9 school.

"We have been full for the last few years and the Alberta Government decided that we were one of the top projects in the province, so we got funding for that," says Rod Steeves, secretary-

treasurer for the Red Deer Catholic School Division. "Initially the funding was just for design in Budget 2019, and then within a year after we had done all the design, we got final funding from the government in Budget 2021 to actually construct the school."

The two-storey approximate 71,000-square-foot school can accommodate 750 students and features 28 learning spaces, 19 of which are classrooms. There is a multicultural area, as well as a number of Career and Technology Studies (CTS) spaces. One of these spaces is for millwork, which will also be prominent in the multicultural area, where students will be able to create artifacts that represents different cultures that are within the building.

"In front of that millwork, which is

embedded within our upstairs rail, we will have panels that are put in front of the millwork which can be seen down from the gathering area on the bottom floor," says Rob Coumont, principal at St. Lorenzo Ruiz Middle School. "Students can design those panels through our design education classes with the use of our laser cutter and then switch them in and out."

The school will also feature a garage door that opens up to an outdoor compound so the shop can be inside or outside. They will also have a foods lab and an arts classroom where half of the classroom is windows that look down onto the gathering area and across from the multicultural learning space.

St. Lorenzo Ruiz Middle School will be great for students looking to learn



more about digital arts as it will also have an e-Sports CTS class which will feature 28 high-end computers which are on desks so they can be rolled into the learning commons if they have tournaments. The whole front of the learning commons are windows and the doors slide open to reveal four 75-inch TVs that are a video wall.

Just off the learning common there is a green-screen podcast room that can be used through the learning common or can be used for leadership.

The school also features 836 solar panels on the roof and has a solar TV in the main gathering area which charts the solar panels so students can look it up and use it in their classrooms if they choose.

Clark Builders were the general contractors on the project with Group2 Architecture and Interior Design doing the design. Other contractors who worked on the project include KTJ Consulting (owners agent), Read Jones Christoffersen Ltd. (structural designer), WSP Canada Inc. (electrical/mechanical designer), KERR Interior Systems Ltd. (drywall/steel stud builder), AltaPro Electric Ltd. (electrical builder), World Class Contracting (mechanical builder), and Collins Industries Ltd. (structural steel builder).

The project was built using the Integrated Project Delivery (IPD) delivery method, which is a method in which all key parties, including owner, architect, and builder, are involved in all stages of the construction process. Steeves says that they have had a lot of success using IPD in the past having built two schools and an upgrade to a school using the IPD approach. Curtis Kushnerik, superintendent at Clark Builders, mentions that they also utilized Lean principals and the use of the Last Planner System, which is a system that promotes the creation of a predictable workflow among various parties



*The St. Lorenzo Ruiz Middle School can accommodate 750 students and features 28 learning spaces, 19 of which are classrooms.*



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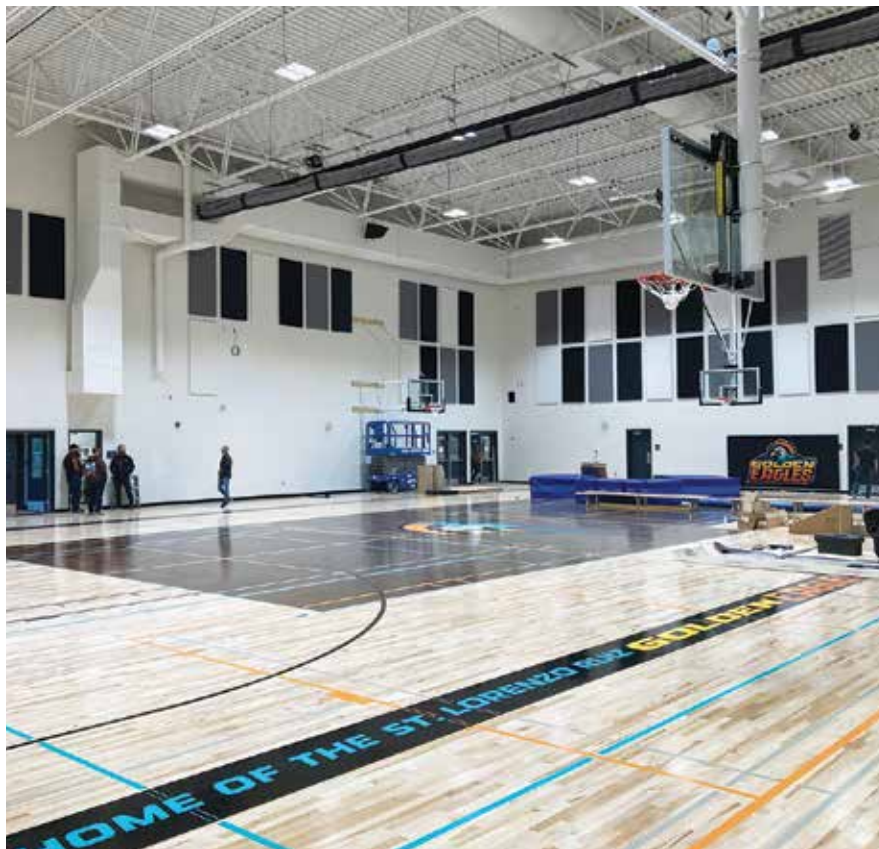
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*The school successfully opened to middle school students this past September.*

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Although there were a number of hurdles in completing the school, it successfully opened to middle school students this past September.

so it achieves a reliable result.

Although the team was able to complete the project in July 2023, they did run into a few challenges along the way. Tyler Gagnon, project coordinator for Clark Builders, says that they were supposed to start the project in the fall of 2021 but it was delayed to spring of 2022, which resulted in them having a pretty aggressive schedule to complete the job on time. He credits the IPD, Lean construction principals, and the Last Planner System for being able to efficiently complete the project. They also ran into some unforeseen conditions related to the soils which also pushed it back a month.

Another major challenge was in December 2022 when it was indicated that another school was running at maximum capacity in their Foundations program, which is designed to meet the needs of diverse learners, and it was decided that the program would be moved into St. Lorenzo Ruiz. Kushnerik says that they made a quick change to three different classrooms to be able to accommodate the Foundations program, moving it from the other school into this school.

"They had the capacity in the zoning to be able to have that program here. We had to revamp the science room into a special classroom with a small residential kitchen inside of it and alter the bathrooms. With the change in the program, it also meant there would be an increase in staff, roughly 30 extra people," Kushnerik says. "We need-

ed to alter the staff areas as well to accommodate extra washrooms. It was a major change that the group was able to do and still hit our handover period.”

Although there were a number of hurdles in completing the school, it successfully opened to middle school students this past September.

“It’s more important than just Catholic education in the area. Where it’s situated means that kids won’t have to bus quite as far or walk as far,” says Steeves. “The two schools that are our main middle schools are in the southern part of Red Deer. This will give us a chance to have kids go to a school in the northern part of the city.” 🏡



*The project was built using the Integrated Project Delivery (IPD) delivery method, which is a method in which all key parties, including owner, architect, and builder, are involved in all stages of the construction process.*



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# Helping vulnerable children and youth in Central Alberta

*The Centre of Excellence, home of the Central Alberta Child Advocacy Centre, opens in Red Deer*

BY SHAYNA WIWIERSKI

In a ground-breaking initiative to protect and support Central Alberta's most vulnerable, a new first-of-its-kind Centre of Excellence is coming to Red Deer.

The centre, which started construction in August 2022, is a beacon of hope, providing comprehensive services for children, youths, and families who have experienced abuse, neglect, and/or sexual exploitation. Constructed by Eagle Builders, the Centre of Excellence has been thoughtfully designed to create a child-friendly envi-

ronment that fosters healing, collaboration, and hope.

The Centre of Excellence, located on the main campus of Red Deer Polytechnic, is a 69,000-square-foot, three-storey building that brings together key partners in child advocacy, mental health, and addiction. These partners include the Central Alberta Child Advocacy Centre, the Central Alberta Sexual Assault Support Centre, Alberta Health Services: Red Deer Child and Youth Addiction and Mental Health Outpatient Clinic, the *Step*

*Up, Step Down* youth live-in mental health program, and the Move Your Mood Studio.

The project came about after an epidemic of teenage suicides in Red Deer.

"We started a coalition after the tragic loss of Lindsey More. We gathered as a community and said that there needs to be better, faster access to resources," says Mark Jones, CEO of the Central Alberta Child Advocacy Centre (CACAC). "Sheldon Kennedy [former NHL player and victim of sexual abuse] suggested we build





*The building, designed by PLACE Architecture, is quite unique and intentionally designed to provide visual interest and maximize the natural scenery and landscaping around the building.*

a child advocacy centre and then we can expand and get mental health and addictions support in the building as well. Over the last six years we have worked with government agencies, Red Deer Polytechnic, and other service organizations to get all these people into the building together.”

The \$23-million building features offices for the partners, as well as family-friendly spaces to create an environment for children, youth, and families to feel comfortable and safe in. In addition to their independent spaces, the building also includes 41 therapy rooms that can hold sessions every

hour, as well as an all-season patio for the staff. Spaces like boardrooms are not reserved to any particular agency in the building, allowing for the partners to share the space, further freeing up room in the building for spaces like therapy rooms.

The facility itself is a blend of conventional cast-in-place and modern engineering practices with pre-stressed, pre-cast concrete panels that were poured locally at the Eagle Builders facility in Blackfalds and then transported to site in segments where they were then erected with cranes. Brett Reynolds, project manager at

Eagle Builders, says that the walls also have a large amount of thermal mass and a good U-value, which will allow the building to heat and cool gradually throughout the day and make the building more energy efficient. Reynolds adds that they are also installing solar panels on the steel and PVC membrane roof which aligns with the Red Deer Polytechnic Green Campus Plan.

The building, designed by PLACE Architecture, is quite unique and intentionally designed to provide visual interest and maximize the natural scenery and landscaping around the



Constructed by Eagle Builders, the Centre of Excellence has been thoughtfully designed to create a child-friendly environment that fosters healing, collaboration, and hope.

building. According to Reynolds, the building features a “circuit board” design which symbolizes the interconnectedness of the different components of the building and the organizations that will call the Centre of Excellence home.

“We went through several iterations of the design on the exterior,” says Reynolds. “Once the building shape was decided, we used different colours to make the building more modern. We wanted to represent what’s going on in the inside and the direction that the building is going. Each colour, the large impactful bright colours, to us represents the different organizations within the building. The dark blue lines tie everything and everyone together and represents the interconnectedness throughout.”

A lot of care and attention went into designing the building, including the use of data and studies that referenced designs for working with patients dealing with mental health. For example, Reynolds noted that initially the front reception desk had been designed with some vertical slabs in white marble that would typically be seen as a premium upgrade – similar to what one might see at an upscale hotel. When the design team and front-line workers saw it, they felt it was too similar to prison bars, and that it could potentially trigger visitors or families.

The fact that the centre was built at the Red Deer Polytechnic campus was also strategic.

“The great thing about it is that you have all these future health care nurses, potential doctors, social workers, teachers, lawyers, judges, and police officers working and going to school there,” says Jones. “So, with us working with the polytechnic, we are creating courses and certificates that the polytechnic can use. Hopefully we can get all the other colleges and univer-



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sities on-side, and they will start to implement these programs as well.”

Jones adds that there will be many practicum opportunities and work-integrated educational experiences in the Centre of Excellence as a direct result of their relationship with Red Deer Polytechnic. Red Deer Polytechnic has already begun the implementation of work-integrated practices in curricula in relation to the Centre of Excellence.

Other RDCA members who worked on this building include Civic Mechanical Ltd., Phase 3 Electric Ponoka Ltd., Thermo Pro Insulation and Drywall, Central Alberta Tile One Inc., and Pidherney’s Inc. Jones adds that most of the trades that worked on this project ended up donating back a portion of their fees from the work.

“Eagle Builders is pleased to have been a part of this project,” says Reynolds. “The building envelope is constructed with robust materials which will provide children, their families, frontline workers, and all other key partners a space designed to last for generations.”

The new Centre of Excellence is a much-needed space and will be the first-of-its-kind in North America. As the demand for services like those offered in the Centre of Excellence rises, it is initiatives like these that give some hope to the survivors.

“It shows our vulnerable kids and their families that they aren’t alone in their journey, and that they have the proper resources and supports in one place,” says Jones. “It will make a monumental difference in their lives.” 🏡



*The \$23-million building features offices for the partners, as well as family-friendly spaces to create an environment for children, youth, and families to feel comfortable and safe in.*

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# Revolutionizing education

*The Werklund Agriculture and Technology Centre modernizes Olds College for tomorrow's AgTech leaders*

A new learning facility opened at Olds College of Agriculture & Technology last year.

The Werklund Agriculture and Technology Centre officially opened its doors to students in September

2022 and is a modern facility that is designed to enhance the student experience through high-tech learning spaces. The centre, which is home to the Werklund School of Agriculture Technology programs, including the

college's new Bachelor of Digital Agriculture degree, is housed in an existing building that was modernized and expanded.

"The college recognized several years ago the need for a state-of-the-

*The Werklund Agriculture and Technology Centre officially opened its doors to students in September 2022. All photos courtesy of Chandos Construction.*



art facility due to the expanding fields of agriculture technology," says Tom Ranieri, director of campus development and facilities. "Rather than starting from scratch, we explored the potential of the James Murray building, a structure that required significant upgrades. Our goal was to transform it into a modern facility that could accommodate the growing number of students and staff while providing high-tech learning spaces."

Construction on the 45,000-square-foot centre started in January 2021 and was completed in July 2022. The total construction cost was around \$11 million, with half being funded by donors and the college, and the other half from Government of Alberta grants. The facility is a combination of both the 30,000-square-foot existing building – which was completely renovated – and a 15,000-square-foot expansion.

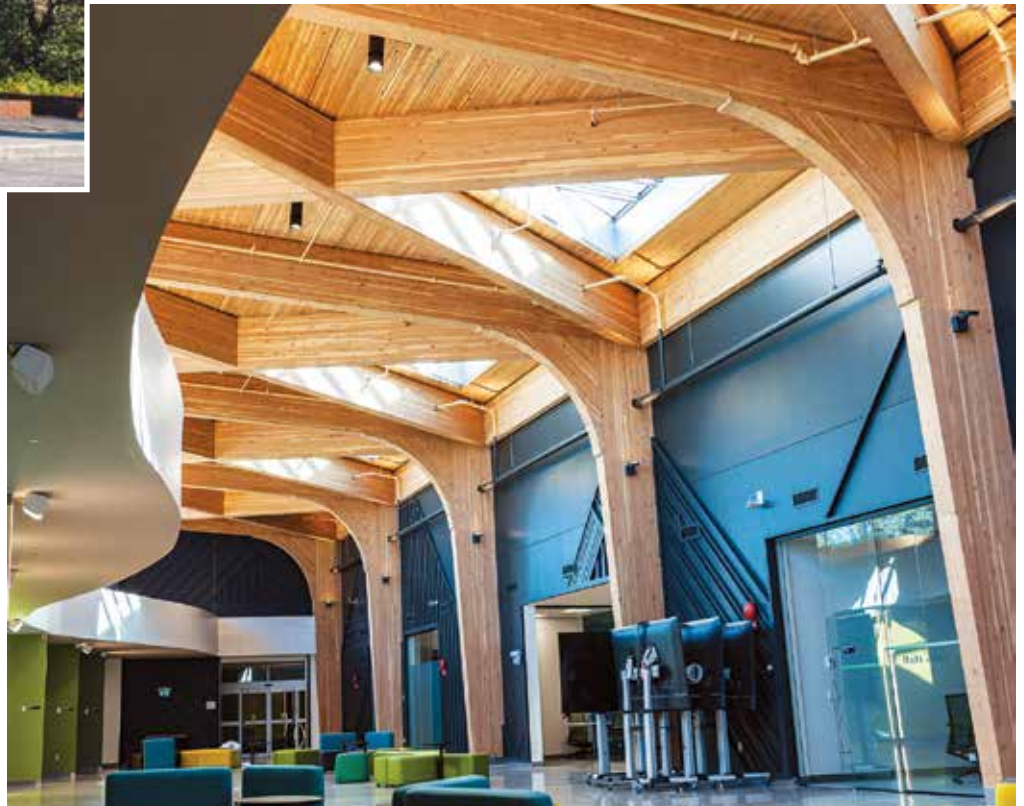
The single-storey building features a main atrium with three maker/lab spaces across the front of the building,

as well as 16 classrooms, and breakout rooms and study spaces. The classrooms are sub-dividable, meaning they can become eight larger classrooms since each one is twinned with another classroom with a demountable partition in the middle. Ranieri says that a typical layout would be 15 students per class, or you could expand it to 30 or 60 by raising the movable partition.

The three maker/lab spaces are able to accommodate different programming needs. One of them, the mechatronics lab, is able to house equipment which can be driven into the building so students can work on the mechanics and electronics on various pieces of equipment. Another space is a greenhouse technology research lab and the third one is an electronics research lab.

The mechatronics lab features a 20-high-by-20-foot-wide glass hangar door which looks like a sliding barn door.

"It's a very unique feature. Most people don't realize it's a sliding door until



*The centre is housed in the former James Murray building, which was modernized and expanded.*





*The single-storey building features a main atrium with three maker/lab spaces across the front of the building, as well as 16 classrooms, and breakout rooms and study spaces.*



*The building has a big atrium space which runs north to south in the building which is a general gathering space for students and staff.*



*The modernization of the facility also included updating a water tower that was on site right next to the building. The water tower was built around 1917 and had cedar shakes on it that had carvings from the town that dated back to 1927, including dates and names of the community members.*

you point it out because it looks like the rest of the glass curtain wall across the front of the building,” says Ranieri.

The facility also features 16 breakout rooms and study spaces for students to do collaborative work. There is also a large lecture hall which can accommodate up to 125 occupants, which features raised seating, as well as staff and office space for around 34 staff members. Lastly, the building has a big atrium space which runs north to south in the building which is a general gathering space for students and staff.

The atrium itself is an architectural feature since it is made from glue-laminated timber with glue-laminated planks which make up the ceiling and roof of the space. On the west side there is also a curving row of clerestory windows which fills the space with natural light.

Since the construction team was working with the original structure of the 1960's building, they had to take out all the existing mechanical and electrical systems and upgraded everything to new systems to modernize the facility. The building now features high-energy-efficient HVAC systems, triple-glazed windows, and a super-insulated building envelope. Ranieri adds that they did some initial energy modelling for the new building and it was determined that this new centre would use much less energy than the original



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building used.

Since they were working with an older building, there were some challenges tying in the new structure with the old one.

"Anywhere we had foundation that were connecting, steel that was connecting, glue-lams that were connecting, nothing matched up perfectly, so probably the biggest challenge were opening those sections up," says Ben Steenbergen, project manager at Chandos Construction, the general contractors on the project. "We were able to do some 3D modelling with our Chandos BIM team and survey and model out how to connect them prior to the materials coming. The biggest challenge was just making sure that everything connected properly and matched up and all the atriums matched up throughout the building."

Other RDCA members who worked on this project include Olds Concrete Services (2014) Ltd., Appollo Landscaping Ltd., Q-2 Electrical Contractors Ltd., Cen-Con Concrete Inc., Westar Masonry (1988) Ltd., Block-Tech Industries Ltd., Red Deer Overdoor, and ASK Environmental.

The modernization of the facility also included updating a water tower that was on site right next to the building. Steenbergen says that the water tower was built around 1917 and had cedar shakes on it that had carvings from the town that dated back to 1927, including dates and names of the community members. They were able to keep the cedar shakes and give them back to the college, which is now displayed for the community to see.

The Olds College Werklund Agriculture and Technology Centre welcomed their first intake of students last September and both the users and college are proud of the building and what it offers.

"We have toured so many people



*The mechatronics lab features a 20-high-by-20-foot-wide glass hangar door which looks like a sliding barn door.*

through the building and many visitors on campus want to see it. It has become something the entire college community has embraced, including supporters of the college," says Ranieri. "I have guided tours with college alumni that had taken classes in the

original James Murray building years

ago. This new facility puts a smile on

everyone's face." 🏡

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# Taking flight

*Red Deer Regional Airport soars to new heights with expansion project*

*The Red Deer Regional Airport is currently undergoing a three-phase airport expansion project, which will ultimately allow the region to attract larger aircraft and new business development opportunities.*



In a bid to reshape Alberta's skies, the Red Deer Regional Airport is spreading its wings with an ambitious expansion project set to redefine regional aviation.

The Red Deer Regional Airport is currently undergoing a three-phase airport expansion project, which will ultimately allow the region to attract larger aircraft and new business development opportunities.

Phase 1 of the project included a \$15 million runway expansion from 30 metres to 45 metres, while also strengthening a main taxiway and apron. The project was completed in spring 2023 and will allow the airport to attract larger aircraft, such as those commonly associated with low-cost airlines, and cargo operators.

Phase 2, which started construction in September and is scheduled to be completed by next summer, includes an expansion to the existing terminal, which will see it increase in size from 4,000 to 14,000 square feet. The expansion will enable the airport to support and enlarge the passenger service opportunities and attract 737s, Airbus 320-type aircrafts.

Phase 3 of the project is a \$30 million extension to Airport Drive from the south of the airport to the north, which will allow the airport to access approximately 200 acres of prime airside real estate. This phase of the project will support cargo, aircraft maintenance and repair, as well as aircraft manufacturing opportunities and more aviation/aviation-related businesses.

The Phase 2 expansion, which is currently under construction, is based on the low-cost terminal concept. The building will be practical and facilitate the leeway of passengers. There won't be any restaurants, but will feature a micro café and vending machines.

"It's really all about a low-cost terminal concept, which is essentially the first in Canada to undertake this type of de-

sign," says Graham Ingham, CEO of the Red Deer Regional Airport. "At the end of the day, as a low-cost airport, it's really important that we play our part in making air traffic affordable. Currently, we do not charge airport improvement fees, and we also offer free parking, which is almost unheard of these days. This is a new concept to Canada, so we're pretty excited to get this done."

The Red Deer Regional Airport currently doesn't offer passenger service, but is hoping to attract low-cost carriers, as well as cargo, aircraft manufacturing, and aircraft maintenance repair. Right now, they accommodate charters, private jets, and aircraft that are in support of the oil patch. Currently the terminal is only capable of supporting 30 passengers, and in order to be able to capitalize on the opportunities that are available with the low-cost carriers, they had to expand by 10,000 square feet to serve another 189 passengers.

Because of its attractive location between Edmonton and Calgary, Ingham says that low-cost carriers are interested in offering service out of Red Deer in the future. The route will most likely fly direct to other smaller regional airports such as Abbotsford, Hamilton, as well as Caribbean locations in the winter months. He adds that Red Deer also has the goal to be the number-one event destination in Alberta by 2030, which is difficult to do if there is no passenger service.

Although attracting low-cost carriers to the airport is part of the overall plan for the expansion, a big focus is also on the opportunities that they have with land development.

"We have 200 acres beside our main runway that really no other airport in Canada has, and at a really affordable price as well," says Ingham. "That's where we talk about Phase 3, driving the main road from the south of the airport to the north; that's where we can access all that land, create hundreds of jobs, and get the tax revenue. That's the big driver in all of





*Although attracting low-cost carriers to the airport is part of the overall plan for the expansion, a big focus is also on the opportunities that they have with land development.*

this.”

Phase 2 of the project was awarded to Timcon Construction Ltd. It is budgeted at \$3.5 million and is being funded by the airport itself. At time of publication they were finalizing the design and layout for the terminal and hoped to do an open house and public announcement in September.

Since the terminal was previously renovated in 2019, Nancy Paish, director of business development and communica-

tions for the Red Deer Regional Airport, says that their goal is to expand on the sustainable features that are currently in the building.

“We are looking at a lot of technology we can implement, so working with some of the companies that can do more of a digital advertising component in there,” says Paish.

The Red Deer Regional Airport expansion project is set to be fully finished by 2026. Not only will it help attract more business and visitors to Red Deer in the future, but the project is also an economic driver for the region since it will create hundreds of jobs, not just during construction, but once the airport is complete as well.

“At the end of the day, airports are economic drivers. There’s lots of opportunities to create hundreds of jobs here and generate tax revenue for the community and social programs,” says Ingham. “The Province likes what we are doing here and sees tremendous opportunities as a transportation and logistics corridor. From a communications perspective, it’s all about jobs, whether it’s construction jobs, full-time, part-time, it’s an opportunity as businesses come along for us to partner with other organizations in Red Deer and Central Alberta.” 🏡

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The new Triangle Supply, which was acquired by Bartle & Gibson in 2019, includes a 40,000-square-foot warehouse and showroom, located on five acres. All photos by Amy Cheng Photography.



# Bigger & better

## *Bartle & Gibson opens new Triangle Supply shop in Red Deer*

Back in 2019, Bartle & Gibson orchestrated the acquisition of Triangle Supply, which was a strategic integration borne out of admiration for the company's impressive achievements. Since then, this collaboration has taken their already successful business model and built upon it.

"We decided to purchase [Triangle Supply] four years ago and grow the business. We have expanded our inventory along with our sales, technical, and customer service team to the point that we outgrew our previous location, so we decided to move into a bigger one," says Martin Lower, president and CEO of Bartle & Gibson. "We believed strongly in the Central Alberta market so we wanted to invest in a first-class building to service the market since we

think there is a good opportunity there.

Construction began on the approximate 48,000-square-foot building, located at 7550 Johnstone Drive, last year and was completed in April 2023. The building includes a 40,000-square-foot warehouse and showroom, located on five acres. The company chose the northwest area of the city since they thought it would be a good location due to it being right off the QEII Highway, therefore making it easy to get to and from anywhere in Red Deer.

The \$7.5 million building is made from precast concrete with 28-foot-high ceilings. It also has a paved two-acre yard. Inside there is a showroom, office space, and counter area. It also has in-floor heating, which is something that Lower says is unique to this

particular location. Since the company specializes in this service, it was something that they felt was important to incorporate to show clients how the product works.

"We actually made it an actual display room where all the hydronic heating is done, which is kind of unusual," says Lower. "People can go in there and see how the hydronic heating works."

Camdon Construction were the general contractors on the project. Other RDCA members who worked on this project include Sash Developments, ATEK Developments Inc., Cen-Con Concrete Inc., Central Alberta Tile One Inc., Civic Mechanical Ltd., Goodmen Roofing Ltd., Q&Q Fencing Ltd., Red Deer Overdoor, J.T. Setters & Sons Construction Ltd., Real Enterprises Ltd., and Western Painting & Decorating (1999) Ltd.

Since the project was a new build,

Construction began on the approximate 48,000-square-foot building, located at 7550 Johnstone Drive, last year and was completed in April 2023.



*The building includes a showroom, office space, and counter area.*



*The new Triangle Supply shop has been open in the Red Deer area since spring and residents have had a good response to the new location.*

they did run into issues with the storm water management. Lower says that since the area is all sand, going down around 10 feet or so into the ground, it ended up eroding quite quickly. Because of that, they did have to do a lot of mitigation to manage the water.

The new Triangle Supply shop has been open in the Red Deer area since spring and residents have had a good response to the new location. Lower adds that this new location will offer more products for customers that want them.

"It's been very positive. People are very excited to have a new big facility because we can carry a lot of products they need," says Lower. "People are really excited about it and it's going to allow us to expand into markets that we weren't as active in before." 🏠





# The importance of having a succession plan

BY NATHAN GIESBRECHT



Succession planning is an important step to ensure the future success of your construction company. Below are some key reasons why Central Alberta construction organizations should have a formal plan in place.

**Continuity:** Succession planning ensures that your construction business can function effectively, even in the face of unforeseen circumstances or sudden departures providing peace of mind to both stakeholders and clients, and helping maintain company stability.

**Leadership development:** It provides a structured process for developing leadership skills within your construction organization, which can enhance overall performance and morale, ultimately fostering a more skilled and motivated workforce; better equipped to tackle the challenges of the industry and lead the company into the future.

**Risk mitigation:** By having a succession plan, you reduce the risk associated with a sudden leadership vacuum, minimizing potential disruptions to ongoing projects, maintaining client confidence, and safeguarding the financial stability of your construction business.

in times of unexpected leadership transitions.

**Value preservation:** For medium-sized construction businesses, particularly family-owned ones, succession planning can be vital to preserve the value of the company for future generations and protect its hard-earned reputation.

## Identifying potential successors

**Assess skills and potential:** Start by identifying employees who have the skills needed for key roles and show potential for growth and leadership. Look for individuals who embody your construction company culture and values, demonstrate strategic thinking, and have a solid commitment to the organization. Consider their ability to adapt to changing industry trends, their capacity to collaborate effectively within cross-functional teams, and their track record of problem-solving and innovation.

**Consider multiple candidates:** It's wise to identify more than one potential successor for each key role to provide options if someone leaves unexpectedly or turns out not to be the

right fit. This creates more flexibility to changing circumstances and evolving business needs.

## Don't overlook non-family members:

In family construction businesses, there can be a tendency to consider only family members as potential successors. However, non-family employees may bring fresh perspectives, diverse skills, and a deep commitment to the company's success, ultimately contributing to a well-rounded succession plan.

## Preparing potential successors

**Training and development:** Once potential successors have been identified, invest in their training and development. This could involve mentoring, job rotation to broaden their experience, or external leadership training programs. Ensure that they are not only well-prepared for the responsibilities of leadership but also capable of adapting to the ever-evolving demands of the construction industry.

**Provide feedback and support:** Regular feedback is essential for development and can help potential successors understand their strengths and areas



*Succession planning is a crucial aspect of strategic planning for medium-sized construction businesses in Central Alberta.*

for improvement. Ongoing support will also foster a positive and nurturing environment where they can continue to grow into future leadership roles within the construction business.

**Gradual transition:** Plan for a gradual transition where the outgoing leader can mentor the successor. This can help ensure a smooth handover and allow the successor to gain confidence and experience, as well as benefit from the invaluable institutional knowledge

and wisdom of the departing leader.

Succession planning is a crucial aspect of strategic planning for medium-sized construction businesses in Central Alberta. By identifying potential successors early and investing in their development, you can ensure your construction business' continuity and long-term success.

For more information on succession planning and other aspects of your businesses' financial plan, please visit

[www.nathangiesbrechtpwm.ca](http://www.nathangiesbrechtpwm.ca), or call 403.392.8855. He can also be reached at 4919 59 Street, Suite 140 in Red Deer.

*Written and published by Nathan Giesbrecht & Associates as a general source of information only, not intended as a solicitation to buy or sell specific investments, or to provide tax, legal or investment advice. Seek advice on your specific circumstances. (Investors Group Securities Inc.)* 🏠



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