



# TIMES

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# Message from John Pontarollo



John Pontarollo

As we ramp up for the start of what promises to be an exciting construction season, I want to first thank our business partners for a successful 2017 at CRH Canada. We, like our colleagues across the CRH world, are pleased to be able to bring value to you and your business, to our communities and to do so in a responsible way.

As you flip through the pages of this issue of the CRH Times, you will see that we are constantly looking for ways to make our business better,

whether that's challenging ourselves to be safer on the job or seeking input directly from you about how well we are doing at meeting your needs. This year we will be launching a Customer Satisfaction survey – an important way for us to know how we can make it easier to do business with us. We look forward to hearing from you.

We've also been very active in making sure we are giving back to our communities and supporting our industry. If

you didn't catch us at various industry events across North America or at some of the great charitable events we have participated in, don't worry, as we've collected terrific pictures of all the action.

On behalf of CRH Canada, I wish you all a successful season.

## John Pontarollo

Senior Vice President  
Great Lakes, Ontario,  
Western Canada, US and  
Dufferin Construction  
CRH Canada

New Plant  
Manager

## Raul Morales

CRH Canada Cement is pleased to announce the appointment of Raul Morales as our new Plant Manager at the CRH Mississauga Cement Plant. Raul brings over 18 years of successful experience as a professional Operations and Supply Chain Leader.

For the last seven years, Raul held various senior positions in the UK including Plant Manager roles at large cement plants, as well as Operations Manager at the former Lafarge

Hope Plant, one of the largest cement plants in the UK. Prior to this, Raul held management roles in project management, supply chain, maintenance and engineering at CEMEX in the UK and Mexico.

Raul holds a Master of Business Administration (MBA) in Global Energy from Warwick Business School (UK), an MBA in Economics, from ITESM (Mexico) and a B.Sc. in Mechanical Engineering, from ITESM (Mexico).



Please join CRH Canada in welcoming Raul to the organization and wishing him all the best in his new role.



# CRH Photo Contest

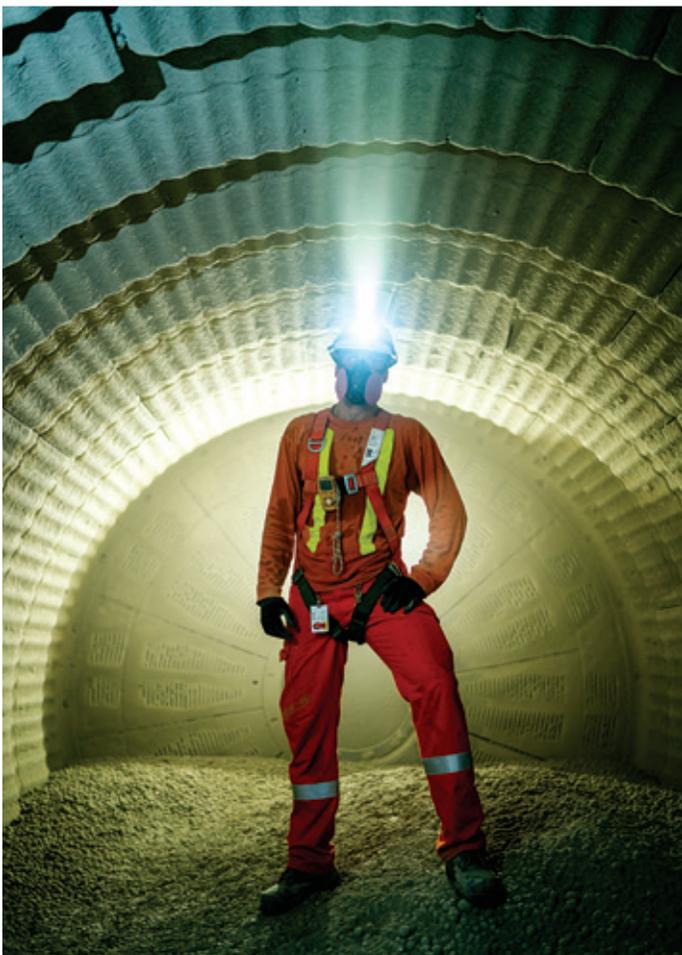
This past fall, CRH Canada held a photo contest for all employees. With 150 incredible submissions, it was very hard to narrow them down to one winner. All employees were eligible to submit as many photos as they thought could meet the requirements. Below are a handful of the astounding photos captured by our talented employees.



*CRH Canada, Contempra pour*



*Dufferin Aggregates, Milton Quarry*



*Mississauga Cement Plant*



*Mississauga Cement Plant*

# Customer Satisfaction Survey

At CRH Canada, we have always been committed to providing the best possible customer experience and we want to get even better. This year we are kicking off our Customer Centricity initiative to ensure that every part of our organization is focused on you, our customers, so that we can exceed your expectations in every way possible.

As part of that effort, we want to get feedback from you about our performance. Your input will help us improve and evolve our company to make sure we are the very best partner for your company.

We are going to send you a short survey and we hope that you will take the time to answer our questions. There will also be a space for you to make other comments and we'd love to get that feedback too!

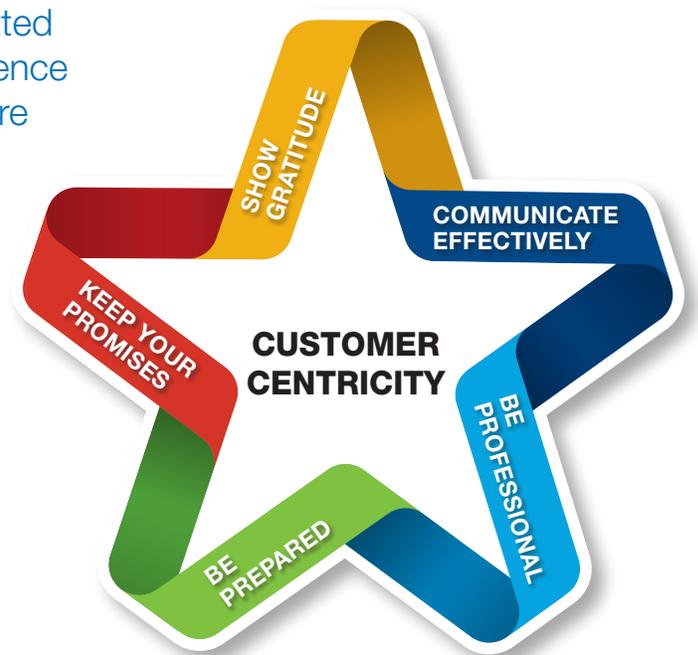
Your responses will help us target our efforts in the right areas. With that in mind, we may be sending the survey to several people in your organization because we are hoping to get input from different departments of your company.

For example we'd like to ask:

- Accounts Payable about our invoicing
- Quality Control about our product quality
- Site Personnel about ordering and delivery
- Procurement about the buying process
- Owners / Executives about the value we are adding to your company

We want to meet everyone's expectations and find out if there are particular areas where we can make an additional effort to get better.

We are expecting the survey to be mailed to you in June. You will receive some information by email in advance of the survey so you know what to expect, then you will receive the survey itself by email.



We have partnered with the National Business Research Institution (NBRI) as they are experts in the field of customer surveys. They have worked with many companies in our industry and have a lot of data to help us benchmark our performance against other cement companies in North America and in the world.

We are looking forward to your participation! Remember that the survey will be short and we are entering every respondent into a draw to win great prizes. Be the winner of a prize and our efforts to supply you better!

WE WANT TO  
HEAR FROM YOU

# Please Join Us!



## Changes to Ontario's *Construction Lien Act*

A Look at the New *Construction Lien Amendment Act, 2017* and how the changes will impact the Construction Industry

**Date:** **Thursday, May 17, 2018** (Complimentary breakfast/registration at 8:00am • Complimentary seminar begins at 9:00am)

**Time:** **8:00 a.m. – 12:00 p.m.**

**Location:** **Novotel Toronto Vaughan Centre**  
200 Bass Pro Mills Drive, Vaughan Ontario

**Registration:** Registration is required for the two options below, in person or attend our webinar, as we have limited space.

**To Register:**

- Option 1:** For in person contact, [crhcreditapp@ca.crh.com](mailto:crhcreditapp@ca.crh.com)  
(Please include first and last name, email address, title and company name)  
**Option 2:** For webinar access follow this link, <https://bit.ly/2q0y6rq>

On December 12, 2017, the *Construction Lien Amendment Act, 2017*, which makes substantial changes to the *Construction Lien Act*, received Royal Assent. The *Construction Lien Act*, which will be renamed the *Construction Act*, has been modernized and provides for promptness of payment at all levels of the construction pyramid and efficiency of dispute resolution on Projects. The *Construction Lien Amendment Act* is not yet in force. The Regulations have not been finalized. There are two key dates when the amendments will come into force:

1. Amendments with respect to Prompt Payment, Adjudication and Liens against Municipalities will come into force on **October 1, 2019**;
2. All other amendments to modernize the Act and Holdback Rules will come into force on **July 1, 2018**

**Topics include:**

• **The Big Changes made by the *Construction Lien Amendment Act*:**

- New preservation and perfection deadlines
- Changes to the Trust Provisions
- Changes to the Holdback Provisions
- Surety Bonds
- Prompt Payment Provisions
- Other key changes
- New Adjudication Provisions

**An overview of the proposed Regulations**

**Who should attend:**

- Construction Credit Managers
- In-House Counsel
- Contractors/Subcontractors/Suppliers
- Owners/Developers
- Design Professionals
- Construction Lenders

**PALLETT VALO LLP**  
Lawyers & Trade-Mark Agents

**Speakers:**

- Anna Esposito** – Partner, Pallett Valo LLP  
**Maria Ruberto** – Partner, Pallett Valo LLP

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# Introducing our Suite of Sustainable Solutions

CRH Canada has been providing sustainable product and service solutions for our customers for many years. As a business, we are introducing a way to make it easier for our business partners to identify those products and solutions.

Coming soon to our websites and product brochures, you will see a new symbol that indicates a product or solution that provides benefits that can help reduce environmental impact. Each symbol is specific to our various business lines (e.g., aggregates, cement, ready-mix) so that consumers know better which CRH Canada Sustainable Solution relates to their specific need.

As part of our commitment to support and advocate for sustainability in the built environment, we are pleased to be able to offer sustainable options that can contribute to lessen the impact on the natural world and our communities. CRH Canada intends to actively lead our industry as we transition to a low-carbon economy.

For further questions regarding our Sustainable Solutions, please contact Dave Bangma, Technical Service Manager, [david.bangma@ca.crh.com](mailto:david.bangma@ca.crh.com).



*Dear Dave,*

*Where does slag come from and why is it good?*

*I've been hearing more about this supplementary cementing material (SCM) called 'slag cement'? Being from Western Canada, I have extensive experience with fly ash but not slag cement. How is it different in terms of manufacture and performance in concrete?*

*Thanks,  
Peter Pozzolan*

## Dear Dave

Who needs Dear Abby when you've got a Dave on your team!

Have a question on your mind?

Send him a note and "Dear Dave", our Technical Services Manager David Bangma, will answer it and publish it here so we can all be a little better informed.



Dear Peter,

What a great question! Not only is slag cement used in the majority of concrete produced today in Ontario, it has been used with great success since the late 1970s. The raw material or molten slag is a recovered by-product from the iron blast furnace within a steel plant. The molten slag is separated from the iron on the runners exiting the furnace, and rapidly chilled with water creating glassy granules with a very similar look to sand. After stockpiling the newly generated slag granules, the next step is to grind them to a fine powder similar or finer than Portland cement; this is completed at a cement manufacturing facility with either a ball mill or vertical roller mill.

Similar to fly ash, there are numerous benefits to using slag cement as a partial replacement for Portland cement in the concrete mix design.

Benefits of slag cement:

- Sustainability: reduced CO<sub>2</sub> intensity of concrete
- Improved durability and resilience
- Lighter color
- Enhanced workability
- Higher long-term compressive and flexural strengths
- Reduced permeability
- More consistent performance
- Improved sulfate resistance
- Easier place-ability and finish ability
- ASR mitigation properties

Although fly ash and slag cement are both by-products from other industries, and contain the same basic minerals being calcium, silica, and alumina, there are some quality differences to consider. Slag cement is the co-product of a controlled process, iron production, which results in a very uniform composition from a given source and typically even from source to source.

Furthermore, there is significant additional quality control that takes place at the cement manufacturing facility, similar to the quality assurance when producing Portland cement. In contrast, fly ash is a by-product of coal fired electric power generation that tends to vary within one source, and also varies from source to source. Specifically, the variation is typically either the carbon levels which are crucial to ensuring air entraining ability, or calcium levels which influence the early strength development of the SCM.

Lastly, the colours between these two materials can be quite different. Slag cement is typically off white, which creates a brighter looking concrete, whereas fly ash ranges from brownish yellow hues to darker greys.

**David Bangma**  
david.bangma@ca.crh.com



# The Peace River Bridge Project



Modern and efficient highways and bridges are crucial to building a diversified economy, encouraging trade and creating good jobs. Investing in well-planned transportation infrastructure makes moving people and products across the country more efficient, while supporting sustained economic growth and productivity for years to come.

The Alberta Government is investing in a major infrastructure improvement project in Peace River—constructing a new bridge and twinning Highway 2 through town, between 100 Avenue and Shaftesbury interchange (Highway 684). The project includes the construction of a new bridge structure, with traffic flowing West through Peace River on the new bridge and East through Peace River on the old bridge, as well as the twinning of 1.6 kilometers (km) of Highway 2 through Peace River. The new bridge will also have a pedestrian walkway built underneath, illuminated with colour-changing LED lights. This upgrade will reduce congestion, improve traffic flow and safety for travelers, local residents and businesses, as well as create hundreds of employment opportunities in the region.

Currently the bridge is limited to one lane in each direction. The existing bridge is a high traffic volume structure that sees over 17,000 vehicles per day, including industry and agriculture traffic, with the nearest alternative route to cross the Peace River involving a 75 kilometer detour. When it was initially built,

back in 1967-68, it was only designed for 5,000 vehicles per day.

The joint venture of Flatiron Construction and Aecon has been selected by Alberta Transportation to construct the Peace River Bridge structure and carry out the twinning of Highway 2, including 1.6 km through the Town of Peace River. Construction activity began in late 2017 and is expected to conclude in late 2020. The project has a combined total estimated cost of over \$162 million, with the Government of Alberta investing \$88 million and the Federal Government providing more than \$74 million.

The twinned Peace River Bridge on Highway 2 will relieve traffic congestion and improve cross-river access for emergency vehicles. The new bridge will improve safety and ease of access to the local hospital. Peace River's hospital lies on one side of the bridge with schools, fire and police services on the other. This means that access to emergency services is an issue when a collision or bridge maintenance occurs. When the project is



complete, traffic will flow west through Peace River on the new bridge and east through the town on the old bridge.

CRH is proud to work with our partner The Rolling Mix Group of Companies in the ready mix industry to supply our high quality cement to this project. The total estimated concrete volume for this project will be approximately 65,000 cubic meters over the next 2 years.

The Government of Alberta's overall \$29.5 billion Capital Plan includes investments of more than \$7.8 billion in critical highway and municipal infrastructure to improve safe travel on Alberta highways, connect communities and help put Albertans back to work.

# CRH Canada, a Proud Supporter of the Tank Museum

The Ontario Regiment RCAC Museum in Oshawa, Ontario is home to over 80 operational Canadian, Commonwealth and Allied Forces vehicles, the largest collection of such vehicles in Canada. The Museum hosts a variety of displays, live demonstrations and the very popular 'Tank Saturdays' and 'Aquino Tank Weekend', Canada's largest Military show that hosts over 5000 attendees. The Museum is a volunteer-operated facility, with the majority of its funding provided by visitors, patrons, serving and retired members of the Regimental family and the local community.

CRH Canada has been a proud supporter of the Ontario Regiment Museum since 2016, providing materials for the pouring of a concrete pad for an outdoor display space.

In 2017, CRH Canada committed to additional material to support the Museum with its expansion to accommodate a new 17,000 ft<sup>2</sup> Military Vehicle Conservation Centre (MVCC). CRH Canada will be donating concrete and aggregates to lay the ground cover for some of the

Museum's heavier, track-based vehicles.

The new MVCC will help preserve the Museum's fleet of historical vehicles by providing storage space that is out of the elements in all seasons, and is part of its aspirations to be a pre-eminent international Military museum.

CRH Canada representatives, Marie Glenn, General Manager, Cement Marketing, Great Lakes, Western Canada and US, and

Peter Moylan, General Manager, Dufferin Concrete, were on hand for the official ground-breaking for the MVCC in December 2017.

Since that time, a new concrete foundation for the MVCC has been poured, with an official Grand Opening planned for late Spring.



*Dufferin Concrete and CRH Canada Cement were honoured to participate in the official ground-breaking ceremony with local and CAF dignitaries.*



*Marie Glenn, General Manager, Cement Marketing with Peter Moylan, General Manager, Dufferin Concrete inside the Ontario Regiment Museum in Oshawa.*



## Flyway Project

# Our Contribution to a Large-Scale Migratory Land Bird Habitat Restoration

The Mississauga Cement plant has partnered with Credit Valley Conservation (CVC) and Environment and Climate Change Canada to develop a large-scale migratory land bird habitat restoration. This will consist of land located on the south side of our Lakeshore Road property.

Annually, more than 325 bird species make the round-trip migration along the Mississippi Flyway from Canada to their winter home along the Gulf of Mexico and Central and South America. Currently there are limited resources for these migratory birds in Southwestern Ontario which ultimately threatens their survival.

In 2017, CRH employees helped out. “Over 60 enthusiastic staff members participated in planting events that resulted in 357 shrubs being planted in the fall of 2017. CRH’s commitment to the Lake Ontario Flyway Habitat Project has resulted in two hectares of land being planted that will support migratory birds as they make their journey across Lake Ontario,” says Deborah Kenley Senior Coordinator, Greening Corporate Grounds | Credit Valley Conservation. In total, over 1,400 trees, shrubs and plants have been planted. The Mississauga Cement Plant is proud to support this local biodiversity effort which will provide an essential and safe

stopover area for birds to feed and rest after their long flight home.

The children of the Mississauga Cement Plant employees also wanted to help provide safe homes for the many species that call south Mississauga home. In 2016, the Mississauga plant and CVCA hosted a birdhouse building workshop for employees and their children. The birdhouses are being installed within the Flyway Habitat area and at the Mississauga facility as well. The children also took some home for installation in their own backyards.





# A Bubble Hockey Night for SickKids

What a night! The puck dropped on February 8, 2018 for the third annual Bubble Hockey Night for SickKids. At Ryerson's Mattamy Athletic Centre in Toronto's storied Maple Leaf Gardens, the city's business, entertainment and sports all-stars faced off on classic dome hockey tables.

CRH participated as the Shootout Sponsor, and our 4 teams had a great time raising money for a great cause. In a night filled with fun, cheers and some time in the penalty box, the event raised more than \$290,000 that will go to fund the most pressing needs at SickKids.

Attendees were treated to gourmet food and the chance to rub shoulders with hockey celebrities such as Al lafrate and Paul Coffey.

Congratulations and bragging rights go out to this year's winners of the 2018 SickKids Cup, Ray Punzalan and Warren Andrade of

the PROPERVU team. We also had some very competitive teams from CRH as you can see from the photos! We will be back next year with our A game and we are proud to continue our commitment to support the SickKids Foundation.





# The 2018 Concrete Cup in support of Camp Ooch

The 2018 Concrete Cup was a great success again this year! Once again, Gord Cawker of CRH and Mike Gowan of Harold Sutherland generously donated their time to convene the event, which was held at the Nottawasaga Resort in Alliston on the weekend of February 9<sup>th</sup> and 10<sup>th</sup>.

The event was a fundraiser for Camp Oochigeas, a camp that provides opportunities for kids with cancer to go camping and get the care they need.



The event raised \$2000 and a presentation of the cheque will be made at the Concrete Ontario Central golf tournament on June 6<sup>th</sup>.

This year we had 6 teams in the competitive Cement division and 14 teams in the Concrete division. The team from CBM Toronto were the winners of the Cement division in a victory

over Rankin Construction, and our own CRH team, made up of customers and employees, became the champions of the Concrete division after an epic battle with the team from Miller. Thanks to everyone who attended and contributed to a great weekend of hockey and a great cause helping to send children with cancer to Camp Ooch!



# CRH Canada One of the Best Employers in the Greater Toronto Area

2018 marks the 12<sup>th</sup> annual edition of Greater Toronto's Top Employers competition, which has become the benchmark in the Greater Toronto Area (GTA) for workplace best practices.

The GTA Top Employer's award has become exceptionally competitive for employers – being evaluated on different criteria such as atmosphere, benefits, skill development, employee communication and more – to secure a place in ranking among the highest for comparable GTA businesses. Winners were announced in a special magazine published in The Globe & Mail – and CRH Canada Group Inc. made the list!

"We are extremely proud to receive this prestigious recognition. Our focus is to attract and retain the best possible talent for our organization, and provide competitive benefits, exceptional career development, training opportunities and internal recognition for employee performance to help make that happen," says Jim Diotte, Senior Vice President, Communications and Human Resources, CRH Canada Group Inc. "Ultimately, what makes CRH Canada a successful organization and such a great place to work are the people that work here."

The company invests in employees' growth and offers a broad range of benefits, including:

- Flexible medical and dental plans
- Retirement plans
- Healthcare spending accounts
- Life and disability insurance
- Education, training and career development.



CRH is a global leader in construction services and materials offering rewarding career development both in Canada and internationally. The company believes people are the strength of the business: their expertise and skills, their ability to find innovative solutions and their commitment to high performance.



# Please Join Us for the Mississauga Cement Plant Open House



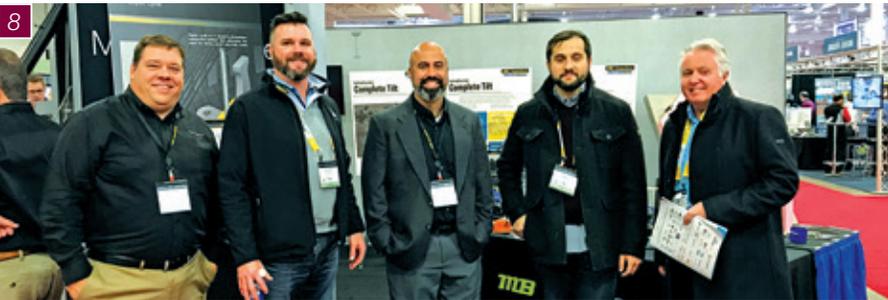
CRH Canada's Mississauga Cement Plant will be hosting an Open House for the community and our customers on Saturday, September 22, 2018 from 10:00 a.m. – 2:00 p.m.

Visitors will be given the unique opportunity to learn how cement is made, meet some of our community partners, enjoy refreshments and take a bus tour of our facility. The theme for this year's Open House is climate change, sustainable development and biodiversity with many of the displays highlighting our ongoing efforts to reduce our environmental footprint, produce sustainable building products and protect local habitats and wildlife. The Open House will take place rain or shine. Children under 16 years of age must be accompanied by an adult.

**Event:** CRH Canada's Mississauga Plant – Open House  
**Where:** 2391 Lakeshore Road West , Mississauga, ON L5J 1K1  
**Date:** Saturday, September 22, 2018  
**Time:** 10:00 am to 2:00 pm

# Photo Gallery

- 1- Canadian Concrete Expo
- 2- NPCA show in Denver
- 3- Our employees at Landscape Ontario this past January
- 4- The Unilock booth at Landscape Ontario
- 5- The G&L booth during Landscape Ontario
- 6- World of Concrete
- 7- Our cement team in Denver during the NPCA show
- 8- Canadian Concrete Expo
- 9- Merkley Show
- 10- The Stone Link booth at Landscape Ontario
- 11- CRH spring off-site meeting



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