



**COAA**  
Construction Owners  
Association of Alberta

June 2016  
Issue 5

# NEWSLETTER

## Eight Takeaways From the 2016 COAA Best Practices Conference

While we hope everyone who attended the conference took away more than eight bits of important information, the following are our top eight picks we believe every conference attendee should take back to their organization:

1. **Twice as Safe, Twice as Productive by 2020**—Every person in every heavy industrial construction job in Alberta has the ability to make their job site safer and more productive through the use of best practices widely available through COAA and COAA partner organizations. All COAA best practices and Twice as Safe, Twice as Productive by 2020 success stories can be found at [www.coaa.ab.ca](http://www.coaa.ab.ca). The Twice as Safe, Twice as Productive by 2020 logo was revealed at the conference. Hard hat stickers are available. Please contact [Jennifer@coaa.ab.ca](mailto:Jennifer@coaa.ab.ca).



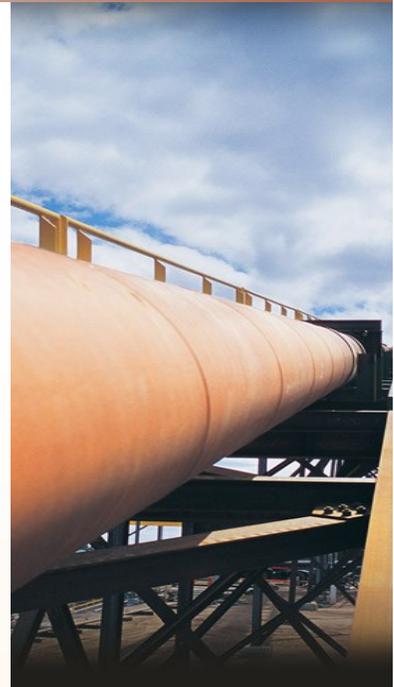
2016 Best Practices Conference

2. **Construction Performance**—Benchmarking Phase 3 is up and running and includes a new tool which will allow checks on team alignment during the course of the work. Benchmarking is no longer only looking at what has happened; it can now enhance project delivery on ongoing projects through the new 10-10 program. The Construction Performance Committee has also increased its focus on project productivity. Alberta's industrial construction sector and owner organizations need to emphasize lean operating philosophies in order to be able to quickly ramp up production as oil prices rise in North America.

3. **Safety Committee**—The safety committee is renewing its focus areas to enhance safety leadership on the journey to Twice as Safe, Twice as Productive by 2020. Effectively, the committee is looking to use existing tools to gather data and share lessons, enhance safety leadership behaviours from the craft all the way to top management, and reduce the levels of risk tolerance.



Cody Whitten—Safety Committee Co-Chair



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### **Mark Your Calendars**

## **COAA Annual General Meeting**

**October 12th  
In Calgary**

**More information will be  
posted at**

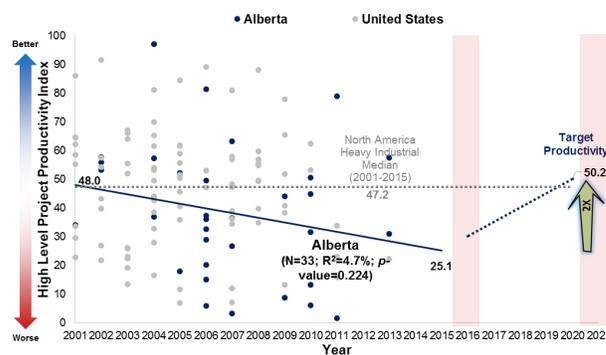
[www.coaa.ab.ca](http://www.coaa.ab.ca)

**as it becomes available**



4. **Workforce Development Committee**—Organizations are looking for individuals with the right skills, at the right time, in the right numbers including the right people for supervision positions. The Workforce Development Committee has reorganized its sub-committees to maintain a strong focus on trade skills and leadership development to ensure organizations are able to meet their needs now and in the future.
5. **Contracting Committee**—The contracting committee is focused on improving the front end of projects. This relates to the Twice as Safe, Twice as Productive by 2020 strategic plan as described by Ed Merrow at the 2015 Best Practices Conference. A consistent problem we encounter is poor upfront alignment and planning which ultimately affects big “P”. Unfortunately, the trickledown effect of the poor upfront planning includes poor safety performance as well as project inefficiencies.
6. **Workforce Forecasting**—A combination of COAA, BuildForce and the Government of Alberta forecasts are used to calculate workforce projections and construction project estimates for Alberta. Current numbers show Alberta with the second smallest provincial GDP compound growth between 2015-2018; slightly higher than that of Newfoundland. Workforce numbers for new construction projects are anticipated to decline between 2016 and 2023 likely due to the decrease in new investment and approvals for new projects. Many key players in oil and gas such as: Russia, Iraq, Saudi Arabia, Brazil, and Central Africa have found ways to supply China, India and Europe with their products. While the major importer of Canadian oil remains the United States.

7. **High Level Productivity Metric**—The high level productivity metric looks at a



balanced report card of 13 elements and plots the result along a bell curve. This metric was developed in partnership with the Construction Industry Institute (CII). The productivity metric gives industry

a benchmark to let us know where we need to be by 2020 to achieve Twice as Safe, Twice as Productive.

8. **Safety Metric**—Courtesy of ISNet, COAA was able to develop an industry baseline for safety in the province. While we want to become Twice as Safe, Twice as Productive by 2020, it’s important to remember this is a stepping stone and the ultimate goal for safety is everyone going home safe every day.

To view the 2016 Best Practices Conference presentations please visit:

[www.coaa.ab.ca](http://www.coaa.ab.ca).

# Proposal and Pilot Project for Transporting Heavy Modules in Alberta

On March 13, 2016 a crew from Mammoet Canada successfully completed the Heavy Module Pilot Project. This move involved the transportation of a standard weight module, with maximum width linear dimensions, along the heavy load corridor (see map below) from Edmonton to Fort McMurray. The difference was the platform trailer under the module which was 12 wheels wide versus the standard 8 wheels wide. The move started on March 10, 2016 and the journey was tracked on various video cameras to demonstrate and examine any potential impact the wider trailer might have on the safety of the roadways and the ease at which it could be transported on roads with varying shoulder widths.



Modules are considered a divisible load and for this reason, they are given a fixed transportation weight limit. If the size and weight of the module cannot be designed to meet the permitting requirements, components are often shipped loose and installed on-site. Having the opportunity to ship heavier modules will provide greater benefits to Alberta in terms of competitiveness and sustained prosperity.

Allowing engineers to increase the module density will minimize the need for skilled labour in the field. This in turn reduces employee exposure time and reduces safety incidences ultimately leading to lower direct and indirect costs in the assembly yards resulting in lower project costs. Performing the work in the module yards supports local industry by retaining local fabrication jobs for skilled workers and makes Alberta more competitive for investment. The controlled environment of the module yard also provides for increased productivity, opportunities to test connections, access to skilled workers, quality control systems to reduce re-work, improved safety, and improved cost and schedule certainty.



Indivisible loads such as pressure vessels, exceeding the weight of a standard module, are currently permitted to travel this route. For this reason, from an infrastructure capacity perspective, allowing denser modules to travel the same route does not appear to be of concern. Fewer modules would be transported decreasing the impact to the public along these roadways and decreasing greenhouse gas emissions associated with their delivery.

A video of the transport can be viewed on the COAA website at [www.coaa.ab.ca](http://www.coaa.ab.ca). Currently, meetings are being arranged to discuss the results with members of government.

The following industry organizations supported this pilot project: Construction Owners Association of Alberta; Alberta Chamber of Resources; Alberta Steel Manufacturers; Oil Sands Community Alliance, Consulting Engineers of Alberta.

## About COAA

COAA provides leadership to enable the Alberta heavy industrial construction and industrial maintenance industries to be successful in our drive for safe, effective, timely and productive execution. We achieve this by:

- Stimulating positive change based on shared vision
- Providing a forum for dialogue, common understanding and shared vision among owners, contractors, labour providers and governments
- Creating and championing implementation of Best Practices in the construction industry
- Bringing new ideas to construction industry and government leaders

## Twice as Safe, Twice as Productive by 2020 Success Stories

- North West Redwater Partnership has been working hard at the Sturgeon Refinery Project to become Twice as Safe, Twice as Productive by 2020. Learn more [here](#) about how they're using technology to do this.
- Find out how Ledcor integrated their safety team with their operations team to strengthen their safety culture and improve safety performance [here](#).

We would love to hear your Twice as Safe, Twice as Productive by 2020 success story. Please send your stories to [jennifer@coaa.ab.ca](mailto:jennifer@coaa.ab.ca).

## Updates

- Annual Advanced Work Packaging Conference 2016 will be held in Houston, TX on October 4 & 5, 2016. There is an open call for presentations. Inquire at [AWPConference.com](http://AWPConference.com) or [info@groupasi.com](mailto:info@groupasi.com).

## Upcoming Events

- [Project Management Orientation](#) will provide an overview of the roles and responsibilities of the owner and contractor's project manager. This course is offered through Pathfinder in Calgary, AB on September 19, 2016.
- [Project Controls Overview](#) will provide an overview of the overall project controls process and how it integrates with the project delivery process. This course is offered through Pathfinder in Calgary, AB on September 21-22, 2016.
- The [Contract Administration](#) course offered by Pathfinder will address the overall contracting process from contract strategy selection through the development of contract documents and contract administration. This course is offered in Calgary, AB on September 22-23, 2016.



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