

**TUESDAY MAY 15<sup>TH</sup>  
EVENING PRESENTATIONS - HALL D**

TOPIC	PRESENTER	TIME
REGISTRATION		5:00 - 7:15
RECEPTION & NETWORKING <i>- buffet dinner</i>		5:30 - 7:15
WELCOME & CONFERENCE ROADMAP COAA DON CURRIE AWARD COAA AWARDS	<b>Mike Horner</b> – <i>President, COAA Project Director, Enbridge Pipelines</i>	7:30 - 8:00
A WORD WITH ALBERTA'S HEAVY INDUSTRIAL CONSTRUCTION LEADERS  <i>General Rick Hillier's views on leadership evolved over his three decades as a soldier, from emergency rescue operations in Canada to international task forces in eastern Europe and Afghanistan. Many basic principles apply to "campaigns" to get major projects built. Leaders "speak" through their actions, think long, and make their own luck. For Hillier, leadership is all about people, earning their passion and their commitment.</i>	<b>Rick Hillier, OC</b> – <i>Canada's top soldier through the mid 2000's, retired in 2008, now Chancellor of Memorial University of Newfoundland, a senior advisor to corporate Canada, and active in community affairs.</i>	8:00 - 8:40
EVENING WRAP UP	<b>Mike Horner</b>	8:40 - 8:45
SOCIAL TIME & NETWORKING <i>- hors-d'oeuvres</i>		8:45 - 10:00

<b>WEDNESDAY MAY 16<sup>TH</sup> MORNING PLENARY - HALL D</b>		
<b>TOPIC</b>	<b>PRESENTER</b>	<b>TIME</b>
<b>REGISTRATION &amp; LIGHT REFRESHMENTS</b>		<b>7:15 – 8:00</b>
<b>WELCOME</b>	<b>Mike Horner</b> – <i>President, COAA Project Director, Enbridge Pipelines</i>	<b>8:00 – 8:05</b>
<b>COAA MISSION BEST PRACTICES XX ROADMAP TRAINING MINUTE: A.R.T.</b>	<b>John Brogly</b> – <i>Chair, COAA Best Practices Committee Manager, Engineering Support Canadian Natural Resources Ltd.</i>	<b>8:05 – 8:20</b>
<b>SAFETY</b>	<b>Hal Middlemiss</b> – <i>Co-Chair, COAA Safety Committee Manager, Health, Safety and Environment North West Redwater Partnership</i>	<b>8:20 – 8:40</b>
<b>WORKFORCE DEVELOPMENT</b> <ul style="list-style-type: none"> <li>• Supervisor Training and Qualifications</li> <li>• Workplace Respect</li> <li>• Workforce Forecasting</li> <li>• Opportunities for Women in Construction</li> <li>• Enhancing Skills</li> </ul>	<b>Charles LeRougetel</b> – <i>Co-Chair, COAA Workforce Development Committee Senior Project Director AltaLink</i>	<b>8:40 – 9:00</b>
<b>CONSTRUCTION INDUSTRY PERFORMANCE</b> <ul style="list-style-type: none"> <li>• WorkFace Planning</li> <li>• Benchmarking</li> <li>• Productivity</li> </ul>	<b>Glen Warren</b> – <i>Co-Chair, COAA WorkFace Planning Committee</i>  <b>Stephen Revay</b> – <i>Co-Chair, COAA Benchmarking Committee Vice President, Western Region Revay and Associates Limited</i>	<b>9:00 – 9:20</b>
<b>CONTRACTS</b>	<b>Dan Mowat</b> – <i>Co-Chair, COAA Contracts Committee Business Manager, Oil Sands Projects AMEC Natural Resources</i>	<b>9:20 – 9:35</b>
<b>BREAK</b>		<b>9:35 – 10:05</b>



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<b>WORKFORCE DEMAND FORECAST</b>	<b>Herb Holmes</b> – Chair, COAA Forecasting Committee Northern Manager Construction Labour Relations – Alberta	<b>10:05 – 10:30</b>
<b>PANEL DISCUSSION</b> <ul style="list-style-type: none"> <li>Byron Neiles, Senior Vice President, Major Projects Enbridge Pipelines</li> <li>Lynn Zeidler, Vice President - Operations &amp; Project Services - Horizon Oil Sands Canadian Natural Resources Limited</li> <li>Peter Madden, President AMEC Oil Sands</li> <li>Roger Keglowsch, Vice President Industrial PCL Constructors</li> </ul>	Round table discussion – senior executives from owner, engineer and contractor organizations will address the questions “When will the wave of work hit?”, “What are you doing to prepare?” and “What do we as an industry need to be doing?”	<b>10:30 – 11:20</b>
<b>PRESENTATIONS WRAP UP</b>	<b>John Brogly</b>	<b>11:20 – 11:30</b>
<b>LUNCH</b>		<b>11:30 – 12:30</b>

WEDNESDAY MAY 16 <sup>TH</sup> AFTERNOON WORKSHOPS - MEETING LEVEL			
WORKSHOP TOPICS	Room	WORKSHOPS	
		SESSION I (12:45 - 2:00)	SESSION II (2:15 - 3:30)
<b>1. Canadian Model for Providing a Safe Workplace</b> Drug and alcohol testing is an important part of risk management efforts in many organizations. The Drug and Alcohol Guidelines contained in the COAA “Canadian Model” Best Practice were revised in October of 2010, incorporating several important changes. A panel of subject matter experts will review the current Best Practice, with a focus on recent changes and upcoming issues. This workshop will be valuable for anyone who has implemented or is considering implementing the “Canadian Model” within their company or work site, including project management, labour relations, human resources and safety professionals.	Salon 4	✓	

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<p><b>2. DARRPPCo Rollout</b></p> <p>The Drug and Alcohol Risk Reduction Pilot Project is beginning implementation within selected oil sands operations plus heavy industrial construction and maintenance companies in Alberta. This pilot program consists of a best practices program, including random testing, to manage worksite risks related to drug and alcohol. The program administrator will provide an overview of the program including background on the impetus for change, details on program design and expected outcomes.</p>	Salon 6		✓
<p><b>3. Fitness for Work: Emerging Issues</b></p> <p>A fitness-for-work assessment program can be used to confirm that a worker possesses the necessary medical and physical capabilities to safely and productively perform tasks required for their job. A job demands analysis determines the physical requirements of the job and a fitness-for-work assessment matches the individual's medical integrity and physical condition to those specific needs. This workshop will discuss the benefits of implementing a fitness-for-work program, the specifics of the testing protocol and the process for interpreting the results.</p>	Salon 4		✓
<p><b>4. Supervisor Competency Standards and Tools</b></p> <p>The Supervisor Training and Qualifications Committee has developed four industry Best Practices:</p> <ul style="list-style-type: none"> <li>• Supervisor Job Descriptions</li> <li>• Industrial Construction Crew Supervisor Certification</li> <li>• Supervisor Coaching/Mentoring Guidelines</li> <li>• Supervisor Evaluation/Skill Development Tool</li> </ul> <p>Please join us for a Peer Panel Review to co-create the path forward – our Roadmap. Share your experiences and contribute to making the Roadmap better. This is a rare opportunity to speak and align with peers across our industry, about common industry challenges and future trends regarding supervisor development. <b>Space for each session is limited to 30 participants to ensure adequate time for feedback.</b></p>	Salon 5	✓	✓
<p><b>5. Building Respect Works! - Who's taking the lead?</b></p> <p>Does your senior management team support, practice and participate in workplace respect? Do your front line supervisors know what it takes? In this session, the organizational effects and benefits of creating a respectful workplace will be outlined. Discussion will include how disrespectful behavior contributes to absenteeism, productivity and turnover in our industry – and how this can be turned around.</p>	Salon 2	✓	✓

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<p><b>6. Benchmarking Phase II Update</b> Phase II of the Benchmarking project is now well underway, bringing a significant increase in the ability to data mine, coupled with a much larger database. Further synergies, notably increased local expertise and assistance to project participants, are being generated through collaboration with the University of Calgary. This workshop will outline these increased benefits and the lead researcher from the Construction Industry Institute will demonstrate the new capabilities of the software tools. Workshop attendees will leave with an understanding of the power of the COAA benchmarking tools and how they can add value to Alberta projects.</p>	Salon 9		✓
<p><b>7. Construction Productivity</b> Productivity is the most significant variable on any construction site, and more often than not it dictates whether a project will be successful. This workshop will deal with recent findings that have helped to increase field productivity. It will include learnings from the University of Calgary “Construction Productivity Improvement” group that has been conducting state-of-the-art research to enhance productivity and efficiency of construction operations. For example: the development of data-driven productivity improvement strategies through time and motion studies using on site camera imaging remotely analyzed by research assistants.</p>	Salon 8	✓	
<p><b>8. WorkFace Planning (WFP) - Going Global</b> COAA and the Construction Industry Institute (CII) of the University of Texas, Austin have initiated a joint project to combine and extend their prior research in WorkFace Planning (WFP) best practices. Come participate in this interactive workshop to find out about the latest developments in this co-operative effort to establish a North American (and perhaps a global) best practice. CII and COAA resources available to guide project teams in adopting and implementing this WFP Best Practice will be reviewed. Learn about current directions that will shape the way top-tier projects are managed.</p>	Salon 3	✓	
<p><b>9. WorkFace Planning (WFP) Committee</b> The COAA WFP Committee has redesigned and updated the WFP flow charts to better illustrate Project Planning as a critical prerequisite to WFP during construction and commissioning. Project Planning guides project development through the conceptual phase, front end loading, and then the design phase. Additionally, the flow charts can be used to identify “pinch points” in the process, so that the process itself or the implementation guide can be improved. Workshop participants will get a planning/implementation overview of the process, and will have the opportunity to make suggestions for improvement directly to the WFP Committee. This workshop will be of particular value for corporate leaders and project leaders who are responsible for implementing WFP Best Practices.</p>	Salon 3		✓

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<p><b>10. Contract Strategy – Critical to your Project’s Success</b></p> <p>An optimum, well thought out contract strategy is a critical component in project planning, and an essential complement to excellence in project scope definition. Attendees will see the committee’s work to date, gain a fundamental understanding of key principles of project contract strategy, and contribute to the committee’s future direction via feedback and suggestions. Key content will include: contract strategy definitions, a draft work process flow chart, and an outline of the scope of the Best Practice to be developed. Workshop format will be a combination of presentation, participant work exercises and interactive feedback with the committee.</p>	Salon 9	✓	
<p><b>11. The Contractor’s Dilemma: Unreasonable Contractual Terms in Bid Documents</b></p> <p>Contractors generally receive a set of terms and conditions, terms of payment and other contract documents with each Request for Proposal. While industrial owners generally entertain reasonable requests for limitations, exceptions and alternatives to certain terms, the review of these contract documents can be complex, and requests for limitations to achieve a balanced allocation of risk can be delicate. Some risks are “bet-the-company” whereas others can be covered in the project markup. This is a unique opportunity to listen to a panel of lawyers experienced in both sides of these decisions review best practices for identifying these risks, to determine which can be priced in and which cannot, and how to best negotiate to change the unreasonable terms.</p> <p>Panelists currently scheduled to participate include:</p> <ul style="list-style-type: none"> <li>• Dale Bercov, Syncrude Canada</li> <li>• Jennifer Brusse, Kiewit Energy Company</li> <li>• Chris Hustwick, Suncor Energy Services Inc.</li> <li>• Sean James, Flint Energy Services</li> <li>• Evan Johnston, The Churchill Corporation</li> <li>• Steve Richards, PCL Constructors Inc.</li> <li>• Jan Derdiger, Capital Power Corporation</li> </ul> <p>The discussion will be moderated by William Kenny, Q.C., Miller Thomson, a longtime supporter and contributor to COAA’s Contracts Committee and the COAA’s Standard Form of Contracts.</p>	Salon 8		✓