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THE ROADRUNNER

FALL 2020

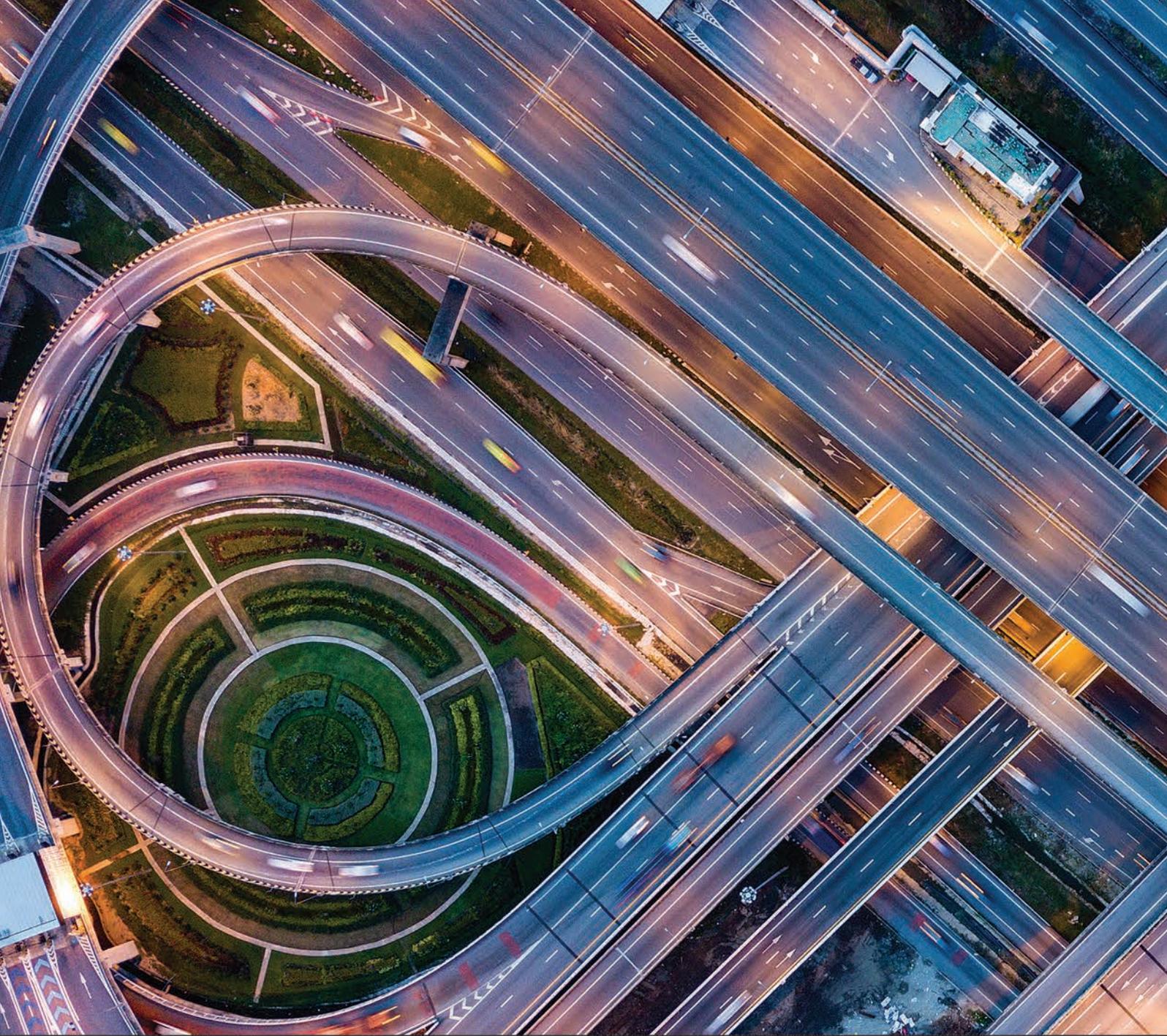


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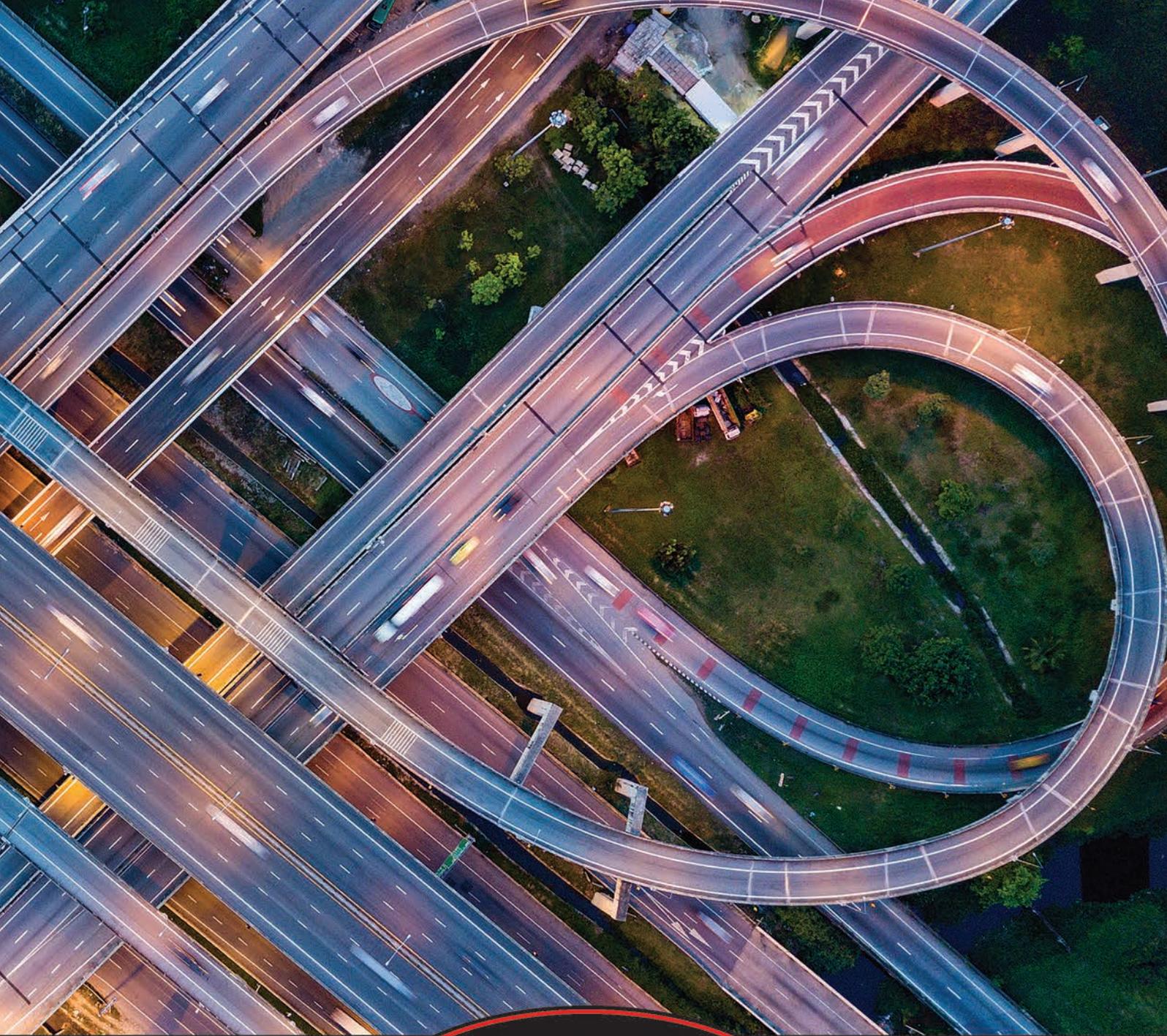
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On the cover: Jasmine M. and Dylon F. work in the public works department for the City of West Kelowna, BC. Read more about how the city recruits for culture starting on page 22.





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All members of a CPWA chapter are members of the American Public Works Association (APWA). As a member, you share common goals, challenges, and solutions with other public works professionals throughout North America. To find out more on member benefits, go to www.apwa.net or www.cpwa.net.

A Message from the Canadian Public Works Association

These meetings have resulted in strong advocacy efforts federally, support to local chapters, and have also provided opportunity to plan for the future.

It has been an interesting year to say the least. While the COVID-19 pandemic has impacted all of our lives, both at home and at work, we have all found ways to keep moving forward and make the best of a challenging situation. The same holds true for the Canadian Public Works Association (CPWA).

Early in 2020, we had the opportunity to meet with several Ministers, Members of Parliament, and other departments and organizations in person. These meetings were very beneficial in developing strong relationships and moving key public works priorities forward. Although our planned meetings in Ottawa in the spring were cancelled because of the pandemic, the foundation built over the years and early in the year allowed for continued collaboration and advocacy.

We have had good discussions on topics including our relationship within the first/emergency responders, participation in the public safety emergency network, support and advisory on infrastructure funding issues, and our overall public policy priorities.

CPWA has recently provided our pre-budget submission to the government on key public works priorities including: Emergency Management and Disaster Mitigation; Sustainable and Climate Resilient Infrastructure; and Safe and Accessible Transportation. Our focus within these topics address areas such as funding for communities of all sizes, integrating sustainability principles

for funding projects, addressing operations and maintenance in funding programs, and ongoing support for pending enhanced wastewater level of service expectations.

Our Board of Directors continued to meet throughout the year in 2020. These meetings have resulted in strong advocacy efforts federally, support to local chapters, and have also provided opportunity to plan for the future. I look forward to Patty Podoborzny, CAO, Town of Bruderheim, Alberta, taking on the role of President for 2020-2021. Unfortunately, I am not able to pass on the torch at our yearly gathering at PWX as it has been canceled in person this year. The American Public Works Association (APWA) has done a great job in replacing this fantastic event with many dynamic virtual activities and sessions to keep the discussions happening and to keep the business of APWA, CPWA, and the local chapters moving forward. As such, we honoured Patty and initiated her role as President virtually in a meeting in early September.

It has been a privilege to serve as CPWA President this year and I look forward to continuing to support the association in the future. Thank you for your continued involvement in our important association.

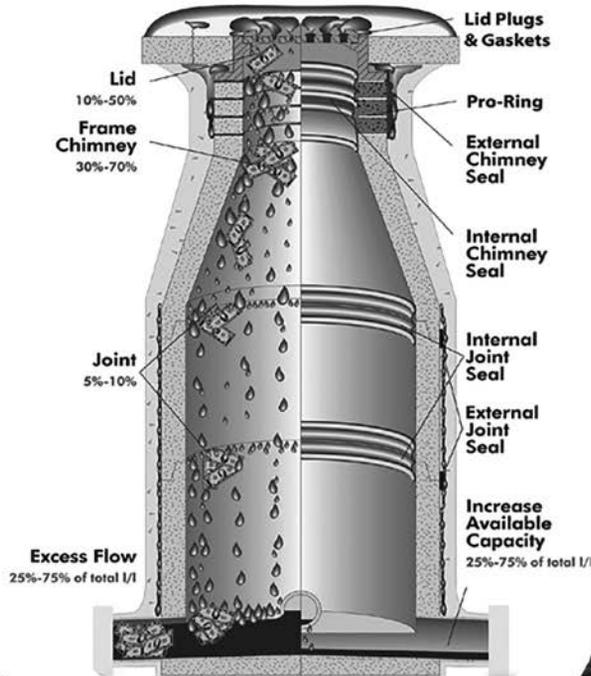
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You can learn more about the Public Works Association of British Columbia on their website: www.pwabc.ca

A Message from the Public Works Association of British Columbia

Depending on the direction of isolation, in times of uncertainty such as the pandemic situation we are facing now, it is imperative that we ensure that the public services we safely provide will continue to take place.

Together, we are facing a truly unprecedented situation as COVID-19 is not only impacting our local communities in the province of British Columbia, but this pandemic also has far reaching national and international implications. During this time, it is important to put your safety, your family's safety, and your co-worker's safety at the forefront of your daily routine and planning.

As we experience Federal, provincial, and local polices being engaged on what feels like a revolving, ever evolving basis, to public amenities, facilities and financial challenges, it is public works that will continue to provide essential services for the foreseeable future. What is an essential service? The basic assumption of safe water distribution and fire protection, sanitary collections and treatment, ensuring our roadways are open and safe, and our drainage system is maintained.

I would like to add that another important service we, as public works professionals can provide, is a sense of normality. Depending on the direction of isolation, in times of uncertainty such as the pandemic situation we are facing now, it is imperative that we ensure that the public services we safely provide will continue to take place. This includes solid waste management, sweeping programs, and keeping our open spaced parks and trails open. As indoor

public spaces continue to have uncertainties, these, plus other amenities can help our communities maintain a sense of normality as we fight against the challenge at hand as we all continue to practice social distancing.

While this challenge needs to be approached with utmost safety precautions, there is an urgent need for public works to take a proactive role in crisis response and to offer their expertise on improving physical conditions and thereby creating dignified living conditions and the feeling of normality for people seeking sanctuary in an unfamiliar environment.

This may be the time to evaluate the depth in your work force. Did you cross train departmentally? How is your successional training? It is not too late. Start thinking about what you may do with a depleting crew. The time to take action is now. You are not alone. Reach out to your colleagues for assistance, mentorship, or guidance. Reach out to your neighbouring communities if you need resources such as operators.

Again, safety to you and your family first. Continue to take precautions with your staff. Continue to practice social distancing. Continue good hygiene. Flatten the curve.

Scott Lamont

President
Public Works Association of British Columbia



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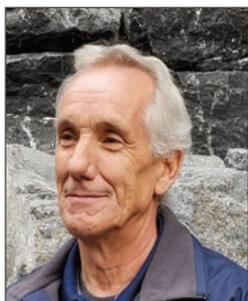
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A Message from the Alberta Public Works Association

As we push through summer into fall, in what has been a year for the record books, please allow me to say thank you. Thank you to all public works professionals – you have kept our towns, cities, counties, and province operating during a time of staff and budget cuts. Thank you to our administrative staff, who have handled the difficult questions and dispatched the crews. Thank you to Jeanette Austin and the Board for being there and providing leadership. Thank you to Michelle Treteault who represented the Alberta Chapter at the provincial operations center, providing input, answering questions, and relaying information to our members. And thank you to Dean Berrecloth, who, after 30 plus years as a Public Works leader, has retired from his position as Manager of Public Works for the Town of Killam. Congrats Dean and job well done!

Following the lead of the American Public Works Association, with their cancellation of this year's PWX in New Orleans, and after much deliberation, the Alberta Chapter's Board of Directors have decided to cancel our two big events this year. Both the annual Equipment Rodeo and the October 2020 Conference and Trade Show will not go ahead as planned. We have decided to merge the Rodeo with the Conference and Trade Show, along with the Snow Conference, and hold all three June 14 to 17, 2021, in Red Deer, Alberta. This will be an event for everyone and promises to show public works that their Board of Directors is back and better than ever.

While these two big events are cancelled, we are going ahead with member training and education with both virtual

and in classroom sessions being offered. The PWS Level 1 Institute will be held in Bruderheim, Alberta, October 19 to 22, 2020, and the Level III Institute will be in the beautiful City of Grande Prairie, Alberta, November 23 to 26, 2020. For anyone needing CEUs, the good news is that Level I is worth 2.7 AEP CEUs and both Institute II and III will come with 2.4 AEP CEUs. For the Public Works Administrative Professionals, the Core Skills and the Public Works Overview Session will be held from November 30 to December 1, 2020. Please check our website at publicworks.ca for times and dates.

Idea Group meetings have been on hold during this year, but the Director of our Idea Groups, Dean Berrecloth, is busy fielding questions and passing answers on to the membership. If anything comes up that you would like information on, send Dean an e-mail. Again, it has been a tough year for everyone, and our Board sends out its thoughts and prayers to anyone and everyone who has suffered a loss.

Covid-19 is not going away anytime soon but the lessons we have learned and the practices we have adopted will help us get through whatever happens next. During these uncertain times there is one thing that Albertans can be certain of and that is that public works will be there to do whatever needs doing, no matter the time or the place. We will get through this together and come out the other end bigger and better than before. Please stay safe everyone.

Garry Webster
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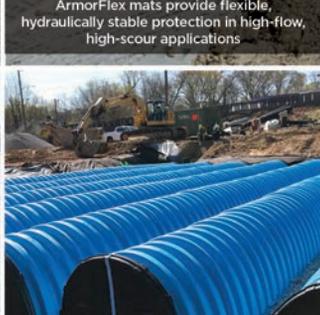
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A Message from the Saskatchewan Public Works Association

This has been a challenging spring and summer to say the least! COVID-19 has caused upheaval to everyone's lives at home, work, and everywhere in between. With all the restrictions, cancellations, and lockdowns, communities have had to act quickly to adapt but the pandemic has also shone a light on how communities can come together in times of need and assist those who need it most. This situation has also brought to the forefront the important role that public works has in every community. Core services must continue and those who provide these services must be extra vigilant with safety measures to ensure that everyone stays safe.

Due to the pandemic, we unfortunately had to cancel our National Public Works Week (NPWW) Workshop on May 21st in Moose Jaw, but a number of communities still proclaimed NPWW to recognize the importance of public works in our communities, our province, and our country. Those that did were entered into a draw for free registration to one of our upcoming events. Some communities still found creative ways to celebrate NPWW virtually or with mail-in contests. Our Golf Tournament and Backhoe Roadeo, scheduled for June, were also cancelled. Winning the Roadeo would have qualified the operator to compete at the 2020 PWX in New Orleans, Louisiana, which the American Public Works Association (APWA) also had to cancel. We are hosting a live online Fall Workshop September 16-17, 2020, in the mornings.

We are also in the early stages of planning our 62nd Annual Conference, to be held in Saskatoon at the Saskatoon

Inn on February 23-25, 2021, themed "Managing your Municipality." This is very pertinent these days as communities have had to be creative with working from home, redeploying staff, and managing safety measures with all the changes that were happening in the home lives of the staff. We may have to switch to a virtual conference (or a combination of both) based on the current health restrictions at the time.

We are very pleased to now be able to offer online registration for our events. Please visit our website, click on "upcoming events" and it will link you to the registration page. If you are not a Saskatchewan Chapter member you can still use this service, although it will require an extra step or two.

Watch your email for more information on these events. (**Remember that the discounted rate members receive at our combined yearly events pays for the annual cost of membership with SPWA.*)

As you can see, the SPWA is endeavouring to bring our members, and others in the public works profession, greater value in educational and networking opportunities. We will also continue to promote professionalism in the public works field, advocate the essential role that public works plays in the quality of life, and promote it as a career choice for the work force of the future.

Visit our Chapter website at <http://saskatchewan.cpwa.net>, or contact our Chapter Administrator for more information and details about our upcoming SPWA events or how to become an SPWA member.

Dale Petrun

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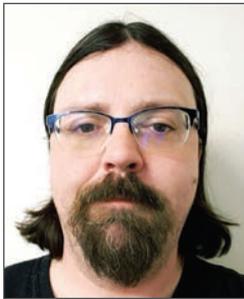
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The Saskatchewan chapter strives to promote professionalism in the public works field and provide a network through which members can share and receive useful information.



A Message from the Manitoba Public Works Association

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Did you know that Manitoba is the longest serving of the Canadian chapters and has been providing a forum for practitioners since 1955! We actively support our membership, the public and policy makers to collaborate and maintain healthy communities throughout the province.

I would also like to say a huge thank you to all the hardworking public works professionals who have not skipped a beat to ensure that through all of this, those at home under quarantine still had all the services that they required.

Well, 2020 has been a year to remember and I'm sure will be one we talk about for generations to come. It has been interesting how in times of trials, like what we are seeing now, it brings us all closer together; not only in our workplaces but this allows us to appreciate the things we have at home. Lots of us did not skip a beat when it came to having to work as we are, in public works, a critically essential service and were required to keep working as we all watched the economy come to a halt and friends and family close up in home to protect themselves.

But through all this, the jobs that required our attention were attended to and we continue to do what needs to be done to keep our cities and municipalities functioning. It makes me proud to call myself a public works professional and to see the diligent work that was completed through this time.

As with many organizations like the ones we are part of, this year also brought the stoppage of our bread and butter – fundraising.

As the fall progresses, we are starting to see events come back to life in whatever shape they can manage with the restriction in each jurisdiction. The Manitoba chapter has felt the same impact. However, I am glad to say we were able to host the Annual Manitoba Chapter Golf Tournament at Bridges Golf Course in late August. It was later than most years, and a bit different than the normal, but it was still a great day to see other professionals out on the course and networking at, of course, a social distance.

I would like to thank all the hard-working doctors, nurses, and medical staff who have been at the forefront of this pandemic for dealing with a chaotic situation. I would also like to say a huge thank you to all the hardworking public works professionals who have not skipped a beat to ensure that through all of this, those at home under quarantine still had all the services that they required.

Chad Buhlin
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AMSA's mission is to unite our members towards individual development, improved service to their municipality and the public, and to improve the members' knowledge related to their role in public works operations. Our association provides a forum for exchange, both online and in person at conventions, and the development of innovative ideas, as well as offers various professional development opportunities.

A Message from the Alberta Municipal Supervisors Association

As the Alberta Municipal Supervisors Association (AMSA) celebrates its 40-year anniversary in 2020, the great work of our association over the past four decades is likely to be overshadowed by the memory of the global pandemic in 2020 and its impacts on communities and the economy across Alberta. That being said, I wanted to share a little bit of AMSA's history in a brief snapshot of where we came from and who we are today.

AMSA was incorporated on May 15, 1980 and started out with smaller gatherings and meetings. It grew into a membership of 150+ people from 69 rural municipalities who endeavour to meet a couple times a year. Spring and Fall conventions have been an opportunity to take in a multi-faceted event with keynote speakers, vendor tours, and learnings about new legislation and technologies – while always sticking to the roots of a leadership and professional development focus.

AMSA would like to thank the leaders of the past for their work to keep the association on track and maintaining its membership value. As I mentioned this past spring, 40 years is a significant milestone for our humble association and a great testament to the strong leadership of past and present executive members.

AMSA's past presidents are all listed here:

- Joe Duplessie, Lac Ste. Anne County, November 2017 to November 2019
- Bill Cade, Lacombe County, November 2015 to November 2017
- Marshall Morton, Clearwater County, November 2011 to November 2015
- Dave Dextraze, Wetaskiwin County, June 2018 to November 2011
- Darrell Constantinoff, Clearwater County, November 2007 to June 2008
- Gilles Lussier, MD of Big Lakes, November 2005 to November 2007

- Phil Lodermeier, Lacombe County, November 2001 to November 2005
- Bill Rogan, County of Grande Prairie, November 1998 to November 2001
- Jim Baldwin, Rocky View County, November 1996 to November 1998
- Max Andrews, Clearwater County, November 1995 to November 1996
- Darrell Stone, County of Grande Prairie, November 1988 to November 1995
- Dwayne Kalynchuk, Strathcona County, November 1987 to November 1988
- Jack MacKenzie, Special Areas, November 1983 to November 1987
- Raymond Boyer, County of Grande Prairie, November 1981 to November 1983
- Malcolm Flexhaug, County of Warner #5, April 1980 to November 1981

Like many other associations across Canada and the globe, AMSA is holding out hope that our membership will be able to meet again in the fall for a convention, November 3-5, 2020, in Edmonton. Please watch the amsapw.ca website and your email for updates on when and if registration for the fall convention is a go. Hopefully we can get together to celebrate 40 years in style.

Shaune Kovitch

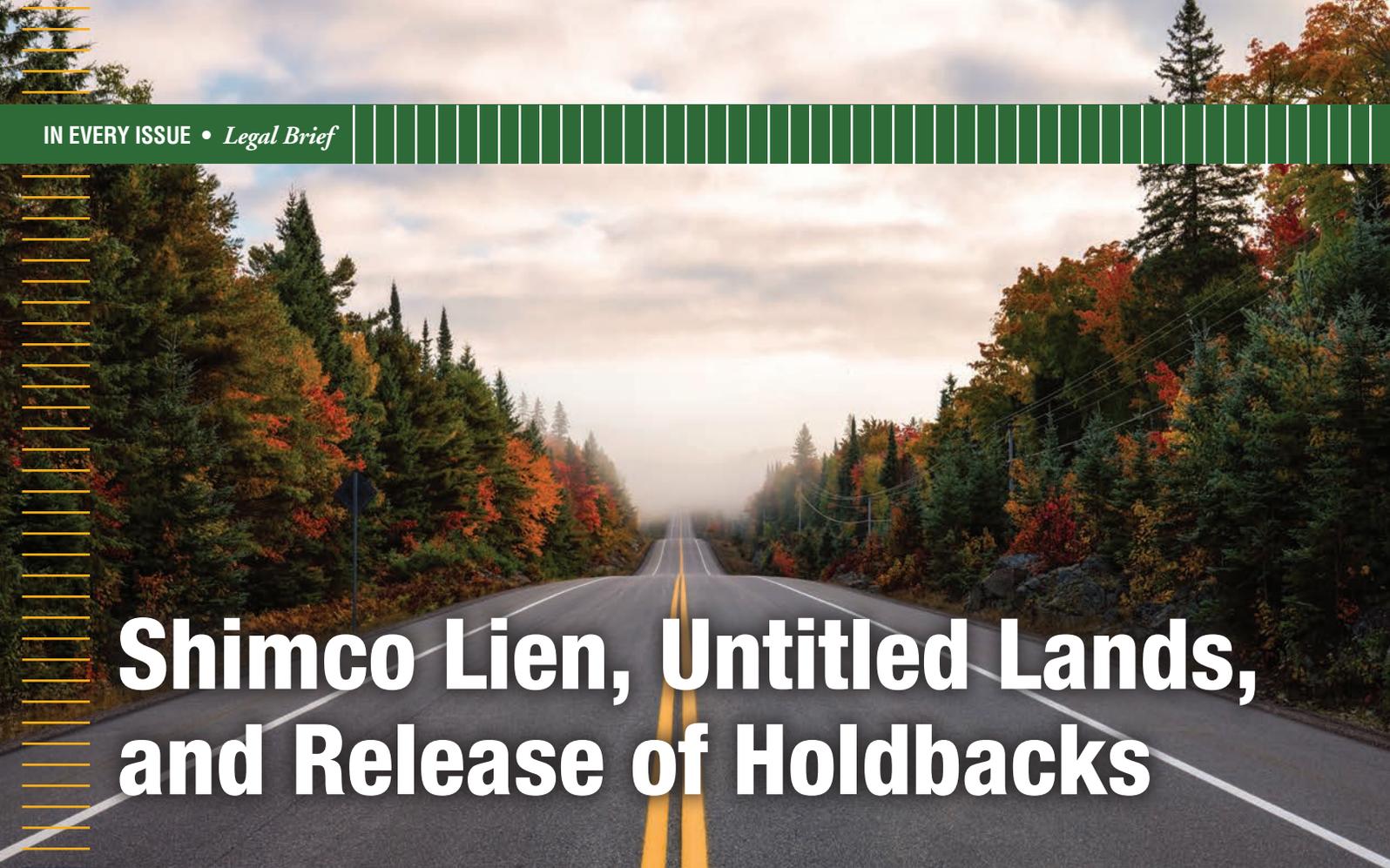
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*Stay tuned to the website for details on how AMSA will be celebrating.



Shimco Lien, Untitled Lands, and Release of Holdbacks

By Sonia Sahota and Marcela Ouatu, Civic Legal LLP

This article discusses the implications of the holdback lien (as opposed to the traditional lien that most are accustomed to) generally and in respect of untitled lands in particular, and offers strategies for owners to manage the risks that emerge in the case of a holdback lien.

In *Shimco Metal Erectors Ltd. v Design Steel Constructors Ltd.*,¹ the BC courts determined that the *Builders Lien Act* (BLA, British Columbia)² provides a separate lien against the holdback that owners and contractors are required to retain under the BLA. This lien is distinct and separate from the lien against the land, meaning that the holdback lien can be asserted even when a lien against the land has not been (or cannot be) established. Furthermore, a holdback lien can persist even after the lien against the land is extinguished. Based on the *Shimco* case, lien holders may assert their liens in circumstances that may otherwise preclude traditional lien claims, such as where lands are not titled (e.g. municipal lands dedicated as park). This distinct type of lien has come to be commonly known as a “Shimco lien” or “holdback lien.”

Unpaid claimants, such as suppliers and subcontractors, can utilize a Shimco lien in relation to a broader range of project lands than in the case of a traditional lien. How is that so? In the case of a traditional lien, a claimant can only establish a lien against land by filing a claim of lien in the Land Title Office. The claim will then appear as a registered charge on the title to the land. In order to register such a claim, the land must have a title (ie. a Parcel Identifier and a legal description), as otherwise the claim cannot attach to any legal land interest. In contrast, the only requirement for establishing a Shimco claim is to commence a proceeding in the Supreme Court of British Columbia. In this latter case, the fact that the underlying land interest is not titled is not an impediment to asserting a lien against the holdback funds. Therefore, the holdback lien may be claimed against funds retained for projects on untitled land.

This is significant for construction projects on highways in particular. Highways are typically dedicated on survey plans as roads, rather than having an underlying title. For unpaid claimants that have contributed to improvements in respect

of a highway project, filing a lien claim against the highway lands is likely not an option. The ability to make a claim against the holdback provides recourse available to unpaid claimants, provided that funds are being held back by the owner, the contractor, and others down the chain. Interestingly, the BLA exempts highways³ and any improvements done or caused to be done on them by a municipality from the application of the BLA, which means that nothing in the BLA, including the assertion of liens (either against land or against the holdback) applies to highways. For those owners of highway projects that are contractually agreeing to participate in a holdback scheme, they are likely subjecting their projects to the application of the BLA and creating an opportunity for claims to be asserted against the holdback funds, without any statutory requirement to do so.

Another implication of *Shimco* is the extension of time available for asserting a lien. A claim of a traditional lien must be filed in the Land Title Office no later than 45 days after the completion, abandonment, or termination of the project, while the lien against the holdback may be asserted at any

time until the holdback is released. Once the holdback is drawn to zero, then no claims may be asserted against the holdback. The holdback is required to be retained at least until after 55 days from the date of completion, abandonment, or termination of the project have expired. Thus, claimants have at least 10 more days than a traditional lien to assert holdback lien, and more depending on when the holdback funds are released. For example, if at least one claimant has filed a claim of lien against the land in the Land Title Office or commenced a proceeding in court to enforce its lien against the holdback, the holdback funds cannot be released until the lien claims are resolved, meaning that additional claimants can also assert a claim even though they may otherwise be out of time.

While the holdback lien offers advantages to lien claimants, it creates uncertainty for owners. There is currently no requirement that the lien claimants give notice to owners of their claims against the holdback. As such, owners are well advised to conduct a court registry search to look for proceedings commenced to enforce a holdback lien in addition to conducting a land title search to see if any liens against the project lands have been filed before releasing the holdback funds. Both searches are equally important from the perspective of an owner's due diligence. While the results of a court search will not guarantee that no proceeding

against the holdback was commenced, it will greatly reduce the risk of releasing the holdback contrary to the BLA. ▶

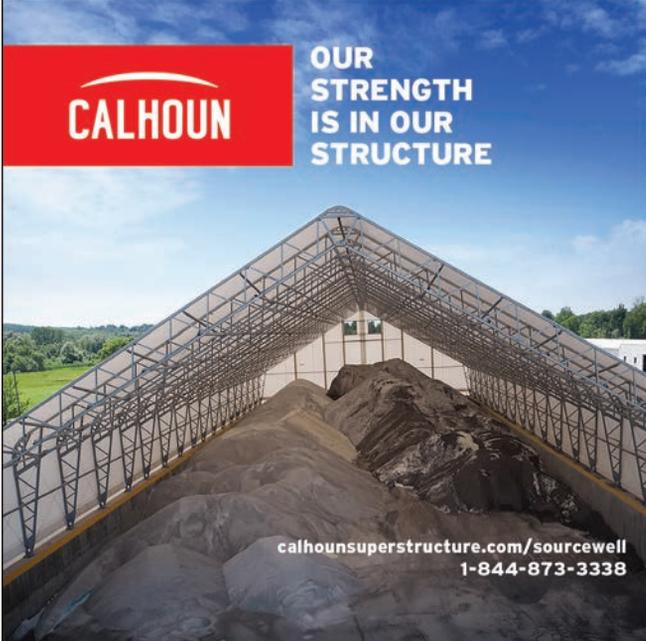
This article is intended for the general information of organizations in British Columbia. If your organization has specific issues or concerns relating to the matters discussed in this article, please consult a legal advisor.

Sonia Sabota is a solicitor and current managing partner, and Marcela Ouatu is an associate, with Civic Legal LLP, a British Columbia law firm with expertise in

municipal law, land development, construction, procurement, and complicated contract matters. Visit www.civiclegal.ca for contact and additional information.

References

1. 2002 BCSC 238, affirmed 2003 BCCA 193 [Shimco].
2. SBC 1997 c 45 [the BLA].
3. As defined by the *Transportation Act*, SBC 2004 c 44, s 1 "highway."



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Upcoming Events

The Saskatchewan Chapter's Fall Workshop

Standard Operating Procedures (SOPs), Contingency Plans & Emergency Planning
September 16-17, 2020 (mornings)
A live online event presented by ATAP

The Alberta Chapter's PWS Level 1 Institute

October 19 to 22, 2020
Bruderheim, Alberta

AMSA Fall Convention

November 3-5, 2020
Edmonton, Alberta
AMSA is celebrating 40 years this year! Stay tuned to the website for details on how the organization will be celebrating this major milestone (hopefully in person at the Fall Convention!).

The Alberta Chapter's PWS Level III Institute

November 23 to 26, 2020
Grande Prairie, Alberta

The Alberta Chapter's Public Works Core Skills and the Public Works Overview Session (Administrative Professionals)
November 30 to December 1, 2020
Grande Prairie, Alberta

The Saskatchewan Chapter's SPWA 62nd Annual Conference & PWville

Managing Your Municipality
February 23-25, 2021
Saskatoon Inn, Saskatoon, Saskatchewan

The Alberta Chapter's Equipment Rodeo, Conference and Trade Show, and Snow Conference

June 14 to 17, 2021
Red Deer, Alberta

The 3rd Annual PWABC & BCMSA Joint Annual Conference & Trade Show
September 19-22, 2021
Richmond, British Columbia

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<https://www.apwa.net>

Please note that all in-person events are subject to change in order to adhere to local COVID-19 guidelines at the time of these events.



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- Outline **Contingency Planning for critical events** such as electrical outages, process upsets and source water upsets in detail

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People are the Engine of Public Works: Recruiting for Culture

By Chris Anderson, CPWP-M, City of West Kelowna

When I think about the public works team that I have the pleasure to lead on behalf of the City of West Kelowna, I feel a tremendous amount of pride. I feel this pride because I remember how differently things looked in the past when our department's culture was much different from what it is now. Thanks to a lot of hard work by a handful of key individuals, West Kelowna's Public Works Department has been able to turn away from the direction it was heading a few years ago where, despite the efforts of many great team members, a culture of borderline toxicity was brewing below the surface. However, the department got through those difficult and challenging days, as job openings in key leadership roles at both the unionized and non-unionized level started to become available.

"Recruiting for Culture"

At the start of our journey, it was clear that the culture in public works was challenged and in need of some freshening up and strengthening. There were, and continue to be, many great people on the team from those challenging days who had the "skills to pay the bills," but they did not have the support that would have been needed to allow the individual and the team to grow and improve accordingly. The positivity and fun were fading, but thankfully not so much that it was beyond repair or saving.

The culture that we sought is really all about the team we wanted to build. In saying that, it is also a culture and team that we continue to foster today which is built on trust, respect, openness, and support. We also want and expect participation, engagement, and buy-in, as part of every day on the job. But most important is the fit, we wanted to populate our openings with fun, positive, energetic team members who are eager to contribute and learn, but at the same time, people who aren't afraid to make a mistake as part of their learning. We want, and needed, our new team

Kyle A., who works in the public works department for the City of West Kelowna, thinks it's 'bout time for a fresh hat!



members to accept and welcome their new roles with the city, but also the hope and desire (as with any new hire) is for that person to come onto the team and be accepted by and to accept his/her new teammates. All of these traits, and obviously more, contribute to the culture that we were striving to achieve and our recruitment and internal promotion processes reflected these desires.

If you are fortunate, you may find yourself in the position to be able to promote your emerging leaders from within your organization. In this scenario, your existing team members should likely already have a good understanding of the role while also meeting your organization's job description requirements. In addition, these internal candidates applying for leadership roles, or roles of increased responsibility, will also hopefully already possess the important cultural traits that you are seeking to grow and foster.

For our team here at West Kelowna, we were indeed very fortunate to have internal team members who met job description requirements, and who were successful in moving into new roles where their personal traits not only serve them well from a leadership perspective, but their traits continue to be an instrumental aspect of the overall team culture.

As many will know, things can be much more challenging when you are looking to hire from the external market. In these cases, your window of time to assess a potential hire is typically very small and usually not an easy assignment. Despite leafing through many excellent shortlisted resumes from people who, on paper, have the qualifications required by the job description, how does one assess their personal traits effectively?

As you know, these are traits that you are hoping will be complimentary and supportive of the culture that you have with your existing team. You do not want to willingly on-board any negativity or anyone who disrupts the culture that you have worked so hard to build. If you are lucky though, you may just find your ideal candidate that might compliment your culture quickly as part of the traditional interview process. This can be particularly difficult, especially when you have a certain personality type that you are looking for that may not shine through in an interview setting.

One of the things that has proven helpful for our public works team is to follow up the formal interview with a much less formal one-on-one coffee visit with the

potential candidate and the immediate supervisor or manager. Pending the “vibe” of that visit, the supervisor/manager may choose to extend the visit by then touring the applicant around to some of our infrastructure locations and to meet some of the team. This extended informal time has really helped us solidify and confirm our choices, one way or the other, allowing us to recruit for the fit and traits that are complimentary to our culture.

Results

Our team in public works is simply awesome! The efforts to recruit for culture have proven to be highly successful. We have new team members throughout the department (roads and drainage, water treatment and distribution, wastewater collection) who have injected so much positivity, professionalism, and fun into the day-to-day routines that we all know so well.

What is also very exciting to experience is the tremendous growth and buy-in from all of our long-term team members. As mentioned earlier, the existing team was full of excellent people, and combining both groups together into one cohesive “family” unit has been a very rewarding task. Just like every family though, it is not always sunshine and lollipops, and there have indeed been challenges, however our culture allows these challenges to be dealt with in a respectful manner that looks to continual learning and improvement. As mentioned off the top, this is truly a team to be proud of.

COVID-19

I would be remiss if I did not table the worldwide pandemic of COVID-19 and its impact on our team here in public works. We are all living through unprecedented times, maybe some of the most challenging situations that any of us in the public works profession will ever experience in our careers. Whether it be daily sanitization and disinfection, which has never been done before, social distancing at work and away from family and friends, the splitting of team groups to ensure service continuity, working from home, no child care, the worry of having stable reliable employment, losing loved ones, and the ongoing implications of COVID-19 – this is such a terribly difficult and worrying situation. Thankfully, and hopefully like many of the readers out there in the

public works profession, you are finding true grit and resolve from your teams during all of the challenges that are being presented as a result of COVID-19.

For us here at West Kelowna, our entire team has been understanding of the challenges and we have had great (albeit somewhat difficult) conversations on the changes that needed to be implemented in the name of a healthy workplace and service delivery continuity. Without a doubt, this

cooperation and understanding comes from the strength of our culture that we have worked so hard to develop. **Remember, recruit for culture.**

Chris Anderson, CPWP-M, is the Public Works Manager for the City of West Kelowna, in British Columbia. Chris is President Elect of the Public Works Association of British Columbia, and is a Leadership and Management ELA Subcommittee Member, ELA Class X.



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Get Ready to Shift Into Winter: Ways to Reduce Winter Driving Injuries

By Louise Yako, Program Director, Road Safety at Work

As we enter fall, it's time to start preparing for the upcoming winter season. That's why British Columbia's *Shift Into Winter* campaign encourages employers, supervisors, and drivers to prepare for winter driving conditions **before** winter starts.

The campaign start date of October 1st coincides with the start of B.C.'s seasonal requirement for motor vehicles to be equipped with winter tires, or to carry tire chains, on most highways in the province. The campaign ends on March 31st, even though the winter tire requirement extends to April 30th on some provincial highways.

Since so many of the Public Works Association of BC's (PWABC) members are responsible for designing and maintaining safe roads, and also depend on a smoothly-operating road system to conduct their work, this campaign has particular relevance. As well, PWABC members employ and supervise workers who are out on the roads and, therefore, are exposed to the hazards associated with winter driving.

British Columbia winters are becoming more unpredictable and produce different conditions in different parts of the province.

Regardless of the type of weather, winter conditions like colder temperatures, rain, snow, black ice, reduced visibility, and fewer daylight hours present serious hazards for all drivers, professional and otherwise.

In B.C., on average, the number of casualty crashes due to driving too fast for the conditions almost doubles in December compared to October – about 236 crashes in December compared to 126 October.¹ The statistics involving those who drive for work are equally concerning – almost one-third of all work-related motor vehicle crashes resulting in injury and time-loss claims occur during November, December, and January.

Employers and drivers can reduce the risks of winter weather-related motor vehicle crashes by preparing themselves and their vehicles in advance of winter conditions and adjusting their driving behaviours to safely drive during winter conditions. This is not only practical, it's required by law. Employers and supervisors are legally responsible for employees when they drive for work, regardless of how frequently employees drive or the ownership of the vehicles that they drive.

Research has shown that drivers whose employers have safe winter driving policies are more empowered to make safe decisions about winter driving and are more prepared to deal with winter driving conditions. It seems that simply knowing what to do in times of inclement weather has a positive effect on driving preparedness and behaviours. Employers can find help to create their safe winter driving policies through a free, online course offered by Road Safety at Work, available here: <https://roadsafetyatwork.jibc.ca>. You can also find resources at <https://shiftintowinter.ca>. This includes a full employer toolkit that contains a planning calendar, policy templates, and more.

Drivers can access their own resources too, to help them understand how to prepare their vehicle and themselves for winter driving.

There are many free resources, like this poster, that you can download and print. Visit <https://roadsafetyatwork.ca> to check them out.



**CONDITIONS CHANGE.
BE PREPARED AND PLAN AHEAD.**

The safety of your employees is your responsibility, including when they're behind the wheel. Take steps to reduce the increased risks they face during winter conditions.

Download our free winter driving safety toolkit at ShiftIntoWinter.ca.



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MOTOR VEHICLE COLLISIONS

ICBC Police Reported Data (2014-2018)

OCTOBER **126**

DECEMBER **236**

Information for specific high-risks groups, like truck drivers and home and community care workers, are also available on the website.

Road safety is smart business. Use Shift Into Winter's free resources to help reduce the risk of a crash, which, in turn, can enhance employee morale and retention, lower organizational costs, and improve business performance.

About the Winter Driving Safety Alliance

The Shift Into Winter campaign is a joint, province-wide initiative led by the Winter Driving Safety Alliance – a group of 21 organizations committed to working together to improve safe winter driving behaviours and practices in BC. Members include Ambulance Paramedics of B.C. (CUPE 873), Automotive Retailers Association, BCAA, BC Forest Safety Council, BC Road Builders and Heavy Construction Association, BC Trucking Association, Concrete BC, Corecode Safety and Compliance, Government of BC, Insurance Corporation of BC, Island Equipment Owners Association, Justice Institute of British Columbia, Kal Tire, Mainroad Group, RCMP, Road Safety at Work, SafetyDriven, Tiger Calcium, Tire and Rubber Association of Canada, Wilson M. Beck Insurance Group, and WorkSafeBC. ▶

Louise Yako is the Program Director of Road Safety at Work. She has extensive leadership experience in association management in the transportation and safety sectors. She is a former Board member of WorkSafeBC and CEO of the BC Trucking Association.

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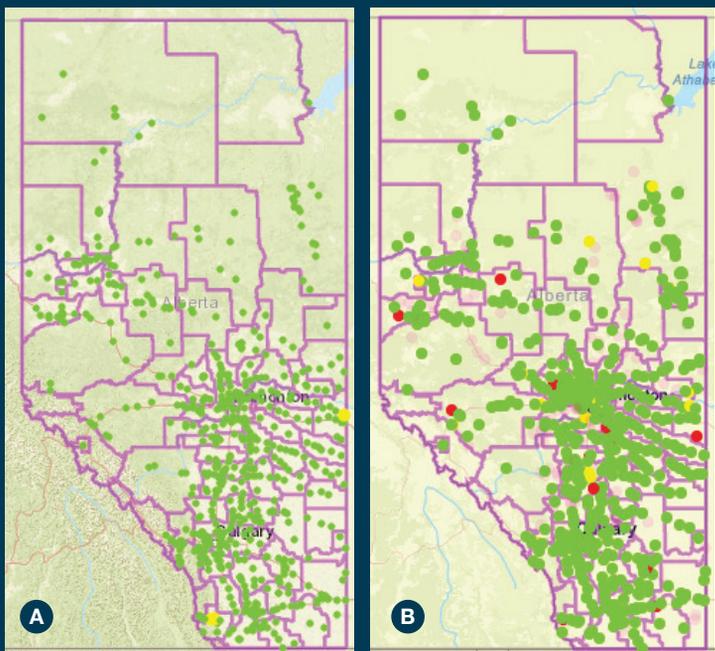
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How Alberta Responded to COVID-19 to Keep Water Supplies Safe



AEP regulated A) drinking water, and B) wastewater facilities with municipal boundaries. These images are a snapshot of one week during the pandemic with the geographical symbols of the hierarchical operational status of multiple indicators. Image courtesy of AEP, and the Government of Alberta.

“It’s been essential during this time of crisis that drinking water and wastewater systems continue to operate without service disruptions and that regulatory requirements are met so we can continue to deliver safe, clean drinking water to customer taps.”

The AEP pandemic response team for DW/WW was co-led by Dr. Gyurek and Todd Letwin, with core team members drawn from the DW/WW section (Morna Hussey, Debra Long, Tanya Hunter and Vernice Bello) and AEP regional Approvals and Compliance (Craig Knaus and Okey Obiajulu) – and were directly sup-

ported by over 30 ongoing operating status, as well as provide continuing support and information to assist in meeting any outstanding operational needs.

In the case of COVID-19, the number one priority of the entire AEP pandemic response team was to fully capture the day-to-day facility operational status of the vital drinking water and wastewater systems that serve Alberta’s communities, and then tailor any applicable policies, procedures, and systems to better deal with the realities of a pandemic environment. Doing so enabled the response team to put in place a number of mitigation response plans for any system hampered by the loss of staff due to the virus or any treatment process chemical shortages that could result from COVID-19 impacts.

To meet the needs of drinking water and wastewater plants affected by any staff absences related to COVID-19, AEP has developed its “Conditional” Operator Certification Program that will allow conditionally certified operators to step in and serve the emergency needs of municipal water systems, to avoid any disruptions in service or instances of non-compliance. Candidates for the program are former certified operators who have held certification within the past 10 years and – for whatever reason – have allowed their certification to lapse, as well as those who are right on the cusp of getting enough work experience at a facility to receive the appropriate level of certification.

“A lack of suitably-certified and experienced operators due to illness or self-isolation was a major concern for us,” says Gyurek. “The ‘Conditional’ Operator Certification Program gives us the ability to compile a list of ‘back-up’ operators who can be matched to a particular demand in any region across the province.”

As part of its mission, the AEP pandemic response team also set out to create tools and resources that could better capture up-to-date information, as well as identify any forward-looking indicators related to drinking water and wastewater facility operational status, such as certified operator absences and potential chemical supply chain issues.

Access to safe water is something we rely on, but how it comes to our taps may not always be top of mind. This unawareness had to change, however, once the World Health Organization announced on March 11, 2020, that the quickly-spreading Coronavirus (COVID-19) had reached the point of becoming a global pandemic.

Industries in each and every sector of the Alberta economy have experienced at least some impact from the pandemic; including the water and wastewater sector, which plays a key role in keeping one of Alberta’s most critical and life-saving services operational.

“Not only do we need drinking water and wastewater infrastructure to deliver this essential service to Albertans, we also need the staff who have the specific training and certification to operate that infrastructure,” says Dr. Lyndon Gyurek, Director of Drinking Water and Wastewater (DW/WW) at Alberta Environment and Parks (AEP).

ported by over 30 AEP regional staff from across Alberta.

“Once COVID-19 was declared a global pandemic and began to unfold here in Alberta, our team had to quickly get together and understand what it was that we were dealing with, and then determine our end objective,” says Todd Letwin, Regional Compliance Manager at AEP. “We set out to preemptively ensure there would continue to be safe drinking water for all Albertans through this pandemic, and that our wastewater facilities would be able to securely process wastewater for the betterment of both human health and the environment.”

During a pandemic or through natural disasters that have the potential of disrupting Alberta’s drinking water and wastewater service, such as floods or fires, AEP’s role becomes multi-faceted. In addition to conducting business as usual, a critical role of AEP during a crisis event is to interact with facilities and monitor their current and

One such resource is the Drinking Water & Wastewater Operations Status Tool (DW2OST), which uses geospatial technology to identify the operational status of Alberta's facilities and then pinpoints trends that may affect the ability of AEP to supply safe water and effectively treat wastewater. To do this, DW2OST makes use of a web-based digitized map (ArcGIS) and Survey 123 software as a status tracker to monitor the operating status of drinking water and wastewater facilities across the province.

To create a data set, each facility was contacted and asked to fill out a survey that would evaluate the impact and resilience of the facility to pandemic and other emergency conditions. The survey subjects included operating/closure condition, operator/staff availability, treatment chemical stocks, drinking water quality or wastewater effluent status, and – for wastewater facilities only – PPE/cleaner/disinfectant reserves.

“For wastewater workers especially, there are many pathogenic organisms present in the working environment,” says Debra Long, Municipal Water Program Specialist at AEP. “It is extremely important that we ensure they have the appropriate PPE on hand to be able to work safely at their wastewater facilities.”

More than 40 AEP staff reached out to each of Alberta's 680 drinking water facilities and – within a matter of days – populated DW2OST with the collected baseline information. This was closely followed with 53 industrial and large municipal wastewater facilities. Work continues with the remaining 615 small municipal wastewater systems. DW2OST allowed the team to quickly support AEP internal users and partnership organizations in order to help mitigate or prevent any potential COVID-19 related issues.

The AEP pandemic response team is now using DW2OST to undertake surveillance analysis of all Alberta's drinking water and wastewater facilities to generate weekly situation reports for AEP, the Government of Alberta, the Provincial Operations Centre, and other industry partner associations.

“We hope that the application of this survey will also have the potential for use beyond COVID-19,” says Shawn Keizer, GIS Specialist at Government of Alberta. “We would like to explore any opportunity

to develop a broader critical infrastructure environment, where we can have our resources at the ready in the event of any emergency, and use this survey again in the future to gain information and find out what the current statuses of these facilities are.”

Looking ahead, AEP is supporting research into the Canadian Institutes of Health Research (CIHR) through a grant-funded project that is testing for COVID-19 in wastewater. As part of this, AEP has

recruited wastewater treatment plants from across Alberta to participate in this important research monitoring program in the hopes that the measurement of COVID-19 in wastewater could have the potential to identify emerging outbreaks to support public health. ▸

The industry partners that helped this project succeed were the APWA Alberta Chapter and the Alberta Water & Waste Water Operators Association (AWWOA).



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“Fit for Duty” – Managing Critical Information at the Onset of a Pandemic Crisis

By Cathy Davidson, City of Saskatoon

On March 18, 2020, the Government of Saskatchewan declared a provincial State of Emergency to address the COVID-19 pandemic. “Business as usual” was no more; but for those of us directly involved in public works essential services, business must go on.

At the City of Saskatoon, we have over 400 people working daily out of our City Yards providing critical services to our citizens; waste collection, water and sewer maintenance, road maintenance, and fleet maintenance, to name a few. How were we going to ensure a safe and healthy workplace to minimize the risk of spread of COVID-19 throughout our essential workforce?

One of the first controls we implemented was a daily screening of our employees, following the Saskatchewan Health Authority (SHA) recommendations. A COVID-19 “Fit for Duty” survey was implemented by our Emergency Operations Centre (EOC).

We quickly recognized that, with 40 separate work groups (crews) in the City Yards, managing the paper survey would be overwhelming, not to mention the huge environmental impact we would have with that much paper used daily. Utilizing programs that were already available in the MS Office Suite, an electronic version of the survey was created in “Forms.” The electronic form gave our staff the ability to evaluate their health and complete the survey prior to reporting to work each day.

Sounds simple, but it took us a few attempts to get it right!

To start, the electronic survey was implemented with only one operations group (five crews) to test how it would work. Again, we quickly recognized that a large amount of information was coming in each day, and it involved a fair amount of time to sort and have it reviewed.

Our next modification was to create individual surveys for the five “test” crews and evaluate if the data was more manageable. Part of the tools available in “Forms” are unique computer links, so QR Codes were then created for each crew survey. Crew posters were created displaying the unique QR codes, enabling our staff to use their smart devices to save the link

3:16 91%

forms.office.com

COVID-19: Fit for Duty Questionnaire - W&WO and RF&S - ESA and SCMMA Staff

To prevent the spread of the novel coronavirus (COVID-19) in our community and reduce the risk of exposure within our workplace, each employee and visitor is required to complete this Fit for Duty Questionnaire*. Employees will be required to complete this form daily. Visitors will be required to complete this form prior to entry to any City of Saskatoon facility (Office and/or Site).

Additionally, the results will be used for incident investigations and contact tracing for COVID-19 positive cases, as required by the Occupational Health and Safety Regulations, 1996. The results of individual fitness for duty questionnaires will be disclosed to Public Health, Saskatchewan Health Authority, upon request.

The City of Saskatoon is committed to protecting the privacy and confidentiality of individual's personal information who have entrusted the City with their information. All personal information that is collected by the City, whether through this website or by other means, is managed according to The Local Authority Freedom of Information and Protection of Privacy Act.

Note: If you have answered YES to any of the questions, please call your supervisor/manager immediately before entering the workplace.

*Survey results shall be submitted to the direct supervisor/manager and maintained accordingly.

* Required

1. Employee/Visitor's Name (First/Last): *

John Doe

2. Visitor's Company/Organization (if applicable): *

City of Saskatoon

3. Region/Division/Office/Site Location: *

City Yards

4. Supervisor/Manager Name (First/Last): *

Jane Doe

5. Are you sick or exhibiting any of the following symptoms? *

Fever
No

Cough
No

Shortness of breath
No

Breathing Difficulties
No

Any Flu-like symptoms
No

6. Have you travelled outside of Canada in the last 14 days? *

Yes

No

7. Currently, have you or anyone in your household been directed to self-isolate, or identified as a COVID-19 confirmed or suspected case? *

Yes

No

8. To your knowledge, have you been exposed to anyone outside of your household who has currently been directed to self-isolate or identified as a COVID-19 confirmed or suspected case?

If yes, please describe in "Other" field. *

Yes

No

QR Codes like this one were set up to help employees easily access the Fit for Duty from.

and complete the survey prior to reporting to work. The unique QR codes were implemented across all the City Yards' work groups.

One of the benefits of using "Forms" was that the data was kept secure and confidential, with only the form creator being able to review the survey results.

But when we expanded from five crews to 40, we were back to data overload. It was too time consuming for a single person to review the survey results and communicate any reported concerns to the appropriate manager in a timely manner.

Our solution was to set up individual crew Teams sites. Prior to March 18, 2020, the City of Saskatoon had been in the process of adopting MS Teams; COVID-19 accelerated the adoption process tenfold! The Fit for Duty surveys were assigned to the appropriate supervisors and managers, who could access their crew's surveys on a daily basis through Teams.

The QR code process worked so well we expanded it to include visitors and contractors entering our City Yards to ensure accurate records.

In a time of crisis, the implementation of the electronic health survey provided us with a little peace of mind. This solution ensured the protection of our employee's privacy as well as provided us with organized and relevant information should the need for contact tracing arise. ▶

Cathy Davidson is the Operations Support Manager for the City of Saskatoon, working with the multiple departments that operate out of the central City Yards to deliver critical services to the city's citizens. Cathy has worked in public works for approximately 10 years, supporting the departments as a safety professional before moving into operations.

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Cement Stabilization for Roads in Schanzenfeld, Manitoba



The Rural Municipality of Stanley has, in its boundaries, the Village of Schanzenfeld, Manitoba. Schanzenfeld had over five kilometres of existing gravel-based roads that the rural municipality (RM) wanted to change to asphalt. Test holes revealed two different scenarios with the existing gravel. One zone had 50 millimetres and the other had 150 to 200 millimetres of gravel. Two different mixes were designed and lab tested to reach the specified two MPa compressive strength for the traffic loads. A four per cent and a six per cent cement slurry was used to achieve the required results.

The design for a conventional construction would entail the excavation, geotextile, 300 millimetres of A Base gravel and a 50-millimetre hot-mixed asphalt topping. Looking to save costs, Ken Thiessen, the Director of Public Works, chose to use a cement stabilization product named Hercbase instead. Hercbase is a process that involves reclaiming the existing material and then injecting a cement slurry with the Hercbase additive into the existing material.

The material is reclaimed once again, thoroughly mixing the Hercbase before it is compacted with a wide pad sheepsfoot, bladed to grade with a grader, and compacted with a smooth drum roller. The RM used their own compactors and grader in order to keep the costs down and stay within their budget. Asphalt paving could have commenced the next day, but on this project it was done one to two days later.

Hercbase is both an environmentally friendly product and a quick and economically efficient way to build a road or parking lot. The construction is approximately one half the time for conventional construction methods. The cost savings using Hercbase compared to conventional construction is usually in the range of a 25 to 30 per cent reduction if the client uses their own equipment. The partnering with the owner is another benefit if the owner has access to the compactors and a grader along with the employment of local labour.

The testing results were provided to the Manitoba Infrastructure department, which visited the site to view the application.



The province has accepted Hercbase as an approved product for cement stabilization for subgrades and existing bases prior to a surface topping application.

Another consideration when using Hercbase is the construction time for the project is considerably reduced. There is less excavation and gravel fill required, which saves both cost and disruption. Whatever topping is added to the surface, whether it is another gravel or asphalt, can be applied the following day and the road immediately opened for use. ▀

If you have any questions, contact:

Dean Hillenga

Cell (403) 463-1641

deanh@hercbase.com

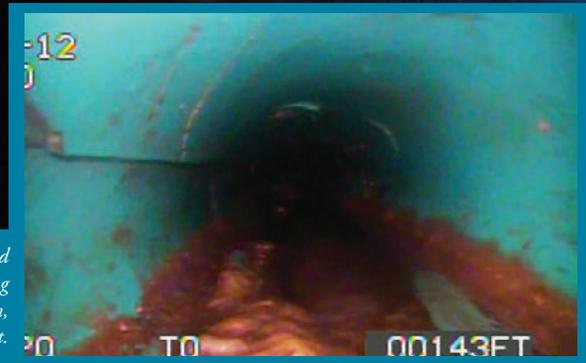
Uncovering Underground Sewer Issues With Ease

By Joshua Buniak, JS Industries

Many people say that underground infrastructure, more specifically sanitary sewers, are the forgotten infrastructure. They aren't forgotten, just taken for granted. This is because they are typically deep underground with no possible way to see what's going on in those pipes. Water mains tell us when something is wrong, even the small issues. Those mains are replaced far more often because we can't do without water... right?!

Well, where does the water go after it enters the house and is used? No one worries until it doesn't "go there" anymore. That's when it's too late and the damage is done. We don't have to wait that long anymore. Camera inspections are no longer the grainy, black and white videos on cassettes that they used to be. HD video on USB sticks are now here and allow for quality inspections with interactive reporting software that allow the client to review video directly from the report. No more looking at a PDF report and then scouring the video files to find the correct video, then scanning the footage to locate the distance and issue. Zoom, pan, and tilt features make it easy to get up close to potential issues and help to identify problems, even the small ones, before they show up in someone's basement.

Once the footage is obtained, what do we do with it? Too many opinions would provide too many contrasting reports. What is a crack... what a break... is this an issue... how big of an issue is it? This is where adequate training comes in with the National Association of Sewer Service Companies (NASSCO). NASSCO has created a standard to which inspections should be conducted and how the different pieces of information collected from the pipe are classified. A Certified Pipeline Assessment Certification Program (PACP) technician is trained on grading the pipe and providing the appropriate classification to the issues



A broken underground pipe is visible using cameras that can zoom, pan, and tilt.



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A cracked HDPE pipe is found and can be fixed before bigger issues emerge.



noted. With computer programs advancing so quickly, the classification guesswork has been removed and the computer completes this based on the observation of the technician.

This standardized observation has helped give everyone a benchmark in which to base their sewer system conditioning on. This condition assessment can be tied into both asset management programs and geographic information system (GIS). Assessments can be overlaid on a map and assist communities in maintenance

decisions, such as what lines to excavate and replace, or what lines can use some early preventative maintenance, avoiding costly replacement in future. Additionally, reporting software has assisted the client in timely and efficient review of the sewer systems.

Knowing a certified technician has reviewed the footage already can assist the community in making decisions with confidence, based on the report. Interactive software programs have come a long way and can offer a detailed report, in which the person reviewing the noted issues can simply click on the timeline of the inspection and the video is brought up at that particular spot, allowing the reviewer to see the video footage leading up to and after that problem.

So, why aren't communities doing anything proactive with their sewers? The cost of insurance claims should be enough, but "our sewers are fine" is a phrase said all too often, even when the system has never been reviewed. The truth is that there is so much to do in communities, that sewers are the last thing people want to spend money and time on. The old adage that inspection is too expensive and will just tell us what we already know, is taken on to justify leaving underground infrastructure in place and paving over top.

We have seen repeatedly that new asphalt is laid down one summer and within one year (or sooner) the beautiful blacktop is torn up to repair a collapsed sewer, or a water main break. So, closed circuit television (CCTV) can indeed save a community money. Inspections allow a community to assess their system and prioritize what areas, if any, need replacement, spot repairs, or relining before anything major happens, or further infrastructure improvements are made in the community, maximizing tight budgets and spending on areas that are justified using a systematic, proven assessment. ▀

Joshua Buniak is the owner/operator of JS Industries. He is a certified water and wastewater operator who is also NASSCO certified. JS Industries performs epoxy/Poly-urea coating, concrete/manhole leak repair, trenchless pipe repair, mainline and lateral sewer cleaning, CCTV inspections, and hydrovac vac truck services.

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Fighting Wear in Acidic Environments

Abrasive materials and acidic environments just aren't a great mix. Wear-resistant steel that works fine in normal conditions can underperform when in contact with acids. A newly developed wear steel from SSAB is up to the challenge and serves as a more sustainable option.

The increasing environmental awareness around the globe leads to more responsible ways of using energy resources and recycled material from waste separation. It also leads to a tougher wear situation.

A steel with high wear resistance in acidic conditions allows for the use of thinner steel plates without jeopardizing the service life. Thinner steel means more payload when fully loaded. And when traveling empty, a lower truck weight saves on fuel and reduces CO₂ emissions.

Transporting municipal waste in garbage truck bodies is a common application where acids come in contact with steel under abrasive conditions. The waste creates a low pH environment which accelerates wear.

Acidic conditions with low pH levels are also present in many other environments, such as in recycling facilities, pulp and paper mills, iron ore and potash mines, and in agriculture and process industries. Salt, sulfates, ammonium, and chlorides are some of the chemicals responsible for creating a corrosive environment.

Acids attack the steel's surface

When there is oxidation of the steel's surface due to the presence of acids, different wear mechanisms come into play. The oxidation process makes the steel more susceptible to abrasive and pitting wear. The nominal hardness of the steel will be reduced, resulting in an accelerated wear

By Tim Colebourn, P. Eng, SSAB

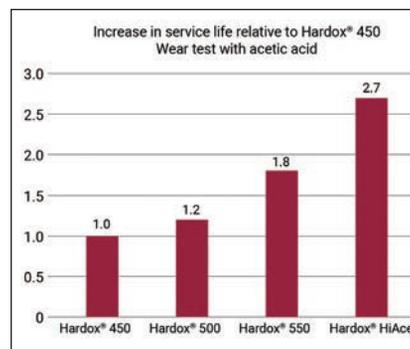


Figure 1.

rate. This leads to higher repair costs and a shorter service life than expected – which, of course, has a negative effect on productivity and profitability.

Pitting wear is a particular form of extremely localized corrosion that leads to the creation of small pits or – in the worst cases – holes in the metal. Avoiding this kind of corrosion is very important. Although it causes little loss of material, it can result in severe damage to the deep structures of the metal.

A new steel that stands up to acidic challenges

For decades, the steel manufacturer SSAB has developed a wide range of abrasion-resistant steel grades for different applications under the brand name Hardox® wear plate. When the Hardox® steel was introduced it changed the perception of

wear steel performance by having high hardness in combination with high toughness.

This allowed OEMs to design lighter equipment – dumpers, containers, buckets, and other wear-affected equipment – while still extending service life compared to traditional abrasion-resistant steel.

Driven by a growing need to solve the issue of acidic wear, SSAB has developed a new grade called Hardox® HiAce. It has a nominal hardness of 450 HBW, the same as the well-established grade Hardox® 450. Hardox® HiAce shares many of the same properties as Hardox® 450. Both grades have high impact toughness, 27 J at -20°C (20 ft-lb at -4°F) and equal workshop properties. Under non-acidic wear conditions, they provide the same high service life. The difference is when acids are present.

As Figure 1 shows, Hardox® HiAce provides a drastic improvement in service life. The test is carried out with acetic acid. Even though other acids may give other data, a substantial increase in service life can be expected. Extensive testing in real life applications has confirmed that Hardox® HiAce lives up to the customers' expectations. ▶

For more information, contact Tim Colebourn (British Columbia and Alberta) at (604) 219-2740 / tim.colebourn@ssab.com, or Chris King (Manitoba and Saskatchewan) at (204) 333-3530 / chris.king@ssab.com.

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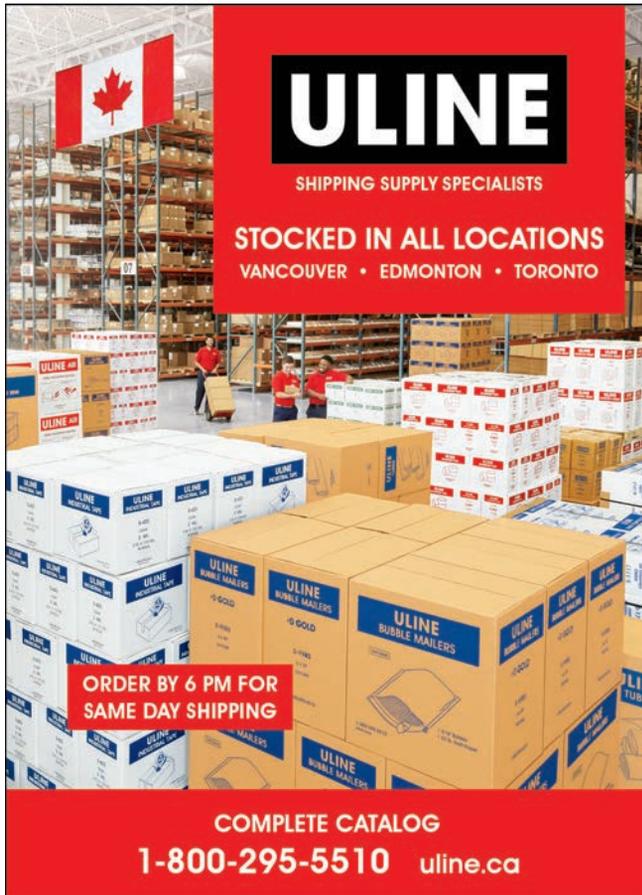
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