

COURSE GUIDE

2026

ONTARIO INFRASTRUCTURE ACADEMY

FEB 23–27, 2026



ORBA 



THE PROGRAM WILL FEATURE 15 COURSES

Bringing back our most popular courses including 10 from last year



FOUR KEY AREAS

Management and Leadership,
Business and Professional,
Technical and Safety, and
Law and Legal Matters



LEADING EXPERT INSTRUCTION

A premier learning and networking experience for participants to meet industry peers

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Introducing the 2026 ONTARIO INFRASTRUCTURE ACADEMY (OIA)

Since the Road Building Academy was formally established in 2007
it has achieved some significant milestones.

In the last 10 years the Ontario Road Builders' Association has achieved some great heights.
We have trained over 3000 students. Presented 145 courses. And our instructors
have instructed ORBA Members for more than 2000 hours!

This year we are pleased to bring you 15 courses offered in-person or online.

With a focus on delivering courses in more categories and to more markets, we have
added some exciting new categories, courses and flair to the 2026 programming.

We would like to take a moment to thank our dedicated committee members.

GEOFFREY STEPHENS

Capital Paving Inc.

CAM BECKER

Steed and Evans Limited

AMMA AGBEDOR

Asphalt Institute

MIKE DECKERT

FLO Components Ltd.

NIKKI LASKIN

Aon

CHARLES QUENNEVILLE

Platform Insurance Management Inc.

SINA VARAMINI

Crumb Rubber Manufacturers

CAMERON WOOD

Roto-Mill Inc.



WHICH COURSE WILL BENEFIT YOU MOST?

	Senior Management	Project Manager	Foreperson	Superintendent/ Supervisor	Estimator	Scheduler	Contract Administrator	Quality Control	Project & Municipal Engineers	Plant / Paving Crew	Sales and Marketing	Finance	Legal	HR	Health and Safety
MANAGEMENT AND LEADERSHIP															
Adaptive Leadership: Navigating Change in Today's Workplace	•		•	•									•		
A Day in the Life: Developing the Next Generation of Forepersons, Superintendents & Project Managers				•											
Improving Engagement through Positive Leadership	•	•	•										•		
Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs	•	•			•					•	•				
BUSINESS AND PROFESSIONAL															
Building & Managing Customer Relations	•	•		•				•						•	
Marketing Management and Communication	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Project Management Certificate – Part I	•	•								•					
Project Management Certificate – Part II	•	•								•					
TECHNICAL AND SAFETY															
Aggregates 101		•	•	•				•		•					
Costing the Build, Fundamentals of Construction Estimation		•		•	•		•	•							
Practical Solutions in Managing Excess Soil		•		•				•	•	•					
Traffic Control – Temporary Work Zones	•	•	•	•		•	•	•	•	•					
LAW AND LEGAL MATTERS															
Construction Disputes and Claims Management	•	•	•	•	•								•		
OHS Risk Management for ORBA Members	•	•	•	•	•			•	•				•	•	•
ONLINE COURSES															
Communications, Negotiation, Conflict Resolution	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Construction Industry Ethics	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Construction Law	•	•	•	•									•		
Construction Project Management	•	•	•	•											
First Level Supervisor Training Program			•	•											
Introduction to Construction Estimating					•	•							•		•
Introduction to Understanding Systemic Racism: A Guide for Leaders and Managers	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Pipeline Construction Safety Training	•		•												
Working in a Respectful and Inclusive Workplace	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Adaptive Leadership: Navigating Change in Today's Workplace

COURSE OVERVIEW

This course is about assessing attendee's AQ, or Adaptability Quotient. As a skill, adaptability has gone from interesting to important, especially in the construction sector. The workforce is changing, new technology is being adopted, and so how we develop leaders in the sector is more important than ever. Attendees of this course will be given the AQ assessment beforehand and the results with accompanying insights will be discussed in a generalized way. In a deeply collaborative, collegial environment, attendees will learn about the things that hold them back from necessary adaptation, and how to build work environments that embrace the skillset of adaptability. In the past, Nancy Watt delivered the highly regarded EQ workshop for men and women at ORBA's Academy. Now, AQ, Adaptability Intelligence is the next-level, leadership 2.0. for those who want to thrive, not just survive in society's exponential rate of change. By doing so, we alter our relationship with change and put ourselves in the driver's seat of our future success.

Space is limited. Maximum 15 participants.

LEARNING OUTCOMES

Nancy Watt will combine three workshops into a full-day customized ORBA course that will cover:

- The importance of adaptability in professional and personal lives.
- Resiliency training and how teams can bounce back better.
- Harnessing humour for better diversity & inclusion understanding and implementation.

WHO SHOULD ATTEND

- Leaders, emerging leaders
- Forepersons
- Superintendents

INSTRUCTOR



NANCY WATT

Ranked among the top five Leadership Workshop leaders at Microsoft's INSPIRE conference for four years, Nancy is a renowned Communication Specialist with the National Institute of Trial Advocacy. An international speaker and facilitator, Nancy combines evidence-based research with experiential improvisational theatre techniques. She's notable in the tech, education, and various other sectors, with sessions at institutions like Harvard, MIT, and Princeton. Her unique 'Pracademic' approach and use of comedy as a learning tool have established her as a voice in the Future of Work and Diversity, Equity, and Inclusion. Notable clients include Microsoft's NERD, Engineers Without Borders, and Women in Cloud. A Second City alumna with a B.A. in Psychology/Sociology, she also holds numerous certifications, including Cornell's Program in Diversity & Inclusion and AQ's Adaptability Quotient. Nancy's signature program is H.A.P.P.I.E., which fuses positive psychology with improv exercises.

A Day in the Life: Developing the Next Generation of Forepersons, Superintendents & Project Managers

COURSE OVERVIEW

This dynamic course emphatically answers the question: "What do civil construction Forepersons need to know to help them to succeed in their jobs?" Developed by industry practitioners, the two day, practical, skills-focused course incorporates group activity, case studies and interactive techniques.

COURSE OUTLINE

- Project Check Lists
- Workplace Safety
- Contract Instructions and Technical Requirements
- Typical Project Information
- Environmental Management
- Risk Management
- Tracking Project Productivity
- Scheduling
- Quality Control
- Claims & Site Documentation
- Dealing with Third Parties

LEARNING OUTCOMES

- Develop check lists for the various stages of a project to assist planning
- Identify project risks and use proactive planning and preparation to manage
- Set priorities to ease day-to-day challenges & better manage project
- Understand the impacts of productivity, quality control and task to the overall project schedule
- Identify the traits of the various generations in the workforce - Baby Boomers, Gen X, Millennials, Gen Z

WHO SHOULD ATTEND

- Forepersons
- Superintendents
- Project managers

INSTRUCTOR



BARRY THOMPSON M.A., C.E.T.

Barry has a civil engineering diploma from Toronto Metropolitan University and is a Certified Engineering Technologist. Barry received his Master of Arts degree in adult education from Central Michigan University. His extensive industry experience in roles as an estimator/project manager, as manager/ chief estimator, aggregate sales and marketing manager and procurement/contracts manager at various Ontario construction and aggregate organizations. Barry was an IT business support manager, lead training, development and implementation related to mergers and divestitures with construction companies. He is currently teaching part-time and developing curriculum in engineering programs at Ontario community colleges.

Improving Engagement Through Positive Leadership

COURSE OVERVIEW

Attendees will learn to foster a positive, engaged workforce, navigate diverse personalities, manage expectations, and provide constructive feedback. This session will empower participants in managing and supervising their teams more effectively.

LEARNING OUTCOMES

- Introduction: Addressing current challenges leaders face.
- DISC Behavioural Model: Understand HOW people operate. Talent Insights Assessment – Part 1.
- The 12 Driving Forces: Understand WHY individuals are motivated. Talent Insights Assessment – Part 2.
- Talent and Job Fit: Assessing if your role inspires you.
- Handling Stress and Emotions: Emotional Intelligence Video, Five EI Competencies, and Mindfulness.
- Employee Engagement Cycle: Core areas for enhancement.
- Feedback Essentials: 10 methods for effective feedback, praise, and recognition.
- Remote Work Excellence: 19 strategies to enhance remote performance.
- Re-energizing Teams: Addressing common team dysfunctions, engagement queries, trust-building, respectful work environments, team issues, and the “Great Resignation” phenomenon.
- Influence Strategies: Understanding six unconscious motivators.
- Leadership Competencies: 25 key traits [TI Assessment – Part 3 DNA].
- Assertiveness: Striking a balance between aggression and passivity.
- Conflict Management: Five-step problem-solving model.
- Action Plans: Summary and actionable steps to integrate course concepts.

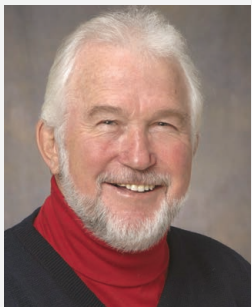
WHO SHOULD ATTEND

- Leaders, managers, or supervisors keen on deepening their understanding of behaviors and motivators for both personal and team development. Ideal for leaders eager to enhance their interpersonal skills.

INSTRUCTOR

DAVE NEELY

Dave brings with him rich experience from his tenure as a trainer and coach for IBM Canada. A certified behavioral analyst, Dave's collaborations include esteemed organizations such as ORBA and various Construction Associations (Kingston, Ottawa, Toronto, Hamilton, Niagara) and Tomlinson Construction. Dave's mission is to amplify your prowess as a manager or supervisor.



Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs

COURSE OVERVIEW

The purpose of this session is to help road-building contractors identify risk management best practices in their fleet and construction operations. In particular, it will focus on procedures, policies, and documents required for a best-in-class risk management program that will help to navigate an insurance incident or claim, an MTO audit, and, in particular, your annual insurance program renewal.

The session will focus on what insurance companies consider to be risk management best practices, what they are looking for from your operations, QA/QC, safety, and auto fleet when insuring a company (or not) and on what terms. The session will ultimately seek to provide guidance to ORBA members on what they can do to best position their company to get the most competitive insurance pricing for property, liability, and auto insurance policies. It will also cover what documentation you should have in the event of an insurance claim and how to best handle and present this.

This session is not intended to replace the excellent work that ORBA members already do with the association, IHSA, MoL, MTO, etc., to establish their operations, QA/QC, safety, and driving policies/procedures. In fact, much of what this session will cover may already form part of contractors' existing day-to-day policies and procedures. We certainly aren't looking to instruct ORBA members on how to carry out their work, as we recognize that ORBA members have far more expertise in these matters than insurance professionals. However, this session will help ORBA members identify some of the issues and requirements that insurance companies focus on when adjusting claims or offering terms to road-building companies. It will also guide how to present the information, policies, and procedures already used (as well as suggest some possible tweaks to these) so that ORBA members can present themselves in the best possible light to insurers and, subsequently, receive the best available claims payment or insurance pricing at renewal.

Contractors that are able to work with their insurance brokers to demonstrate formal policies, procedures, paperwork, and record-keeping for all the issues identified in this session will be better prepared.

LEARNING OUTCOMES

- Gain an overview of how risk management plays a pivotal role in road building, construction, and auto fleet operations, ensuring projects are executed with minimal unforeseen disruptions.
- Differentiate between risk management, operations, and safety programs.
- Discover how each serves a unique purpose and collectively ensures the smooth running of projects and fleet operations.
- Equip yourself with knowledge about what a comprehensive risk management program should encompass.
- From risk assessment and mitigation strategies to proactive monitoring and feedback loops, learn the elements that fortify an organization against potential hazards.
- Dive deep into the requirements that elevate a risk management program from being just adequate to best-in-class.



MANAGEMENT AND LEADERSHIP

Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs *(continued)*

LEARNING OUTCOMES *(continued)*

- Understand the markers of excellence that industry leaders swear by.
- Uncover what insurance companies prioritize when evaluating construction and auto risk management programs.
- By understanding their criteria, you can better position your organization for favorable terms and conditions.
- Learn the best practices for presenting insurance claims to ensure timely payment.
- Understand the intricacies of documentation, communication, and negotiation to facilitate a smoother claim settlement process.

WHO SHOULD ATTEND

- Business owners and senior management
- Finance & legal staff
- Project Managers/Coordinators who may handle insurance (including claims on a project)
- Estimating staff who may handle insurance (including project insurance costs, etc.)
- Any staff who are involved in annual insurance renewals or project insurance placements

INSTRUCTORS



DEREK BECKER

CRSP Vice President, Senior Risk Control Consultant – Casualty Aon Commercial Risk Solutions

Derek Becker provides professional services to clients in the areas of Fleet, Security, and Occupational Health and Safety. He excels at finding solutions to complex problems.

Derek completed the NAIT Health, Safety, and Environment Technician program in 1994 and earned his Canadian Registered Safety Professional (CRSP) designation in 2010.

He joined Aon 13 years ago, bringing with him extensive experience in interprovincial transportation. Prior to Aon, Derek worked as a Health and Safety Manager for two rig moving companies and served as a health and safety officer for the federal government.



TOM KEWELL

B.Sc., C.Tech, CIP, CRM Tom Kewell is Senior Vice President, Risk Consulting at PLATFORM Insurance Management Inc.

Tom was born & raised in the UK and holds a civil engineering degree from the University of Lincoln. He began his career in construction operations, before transitioning to the risk management industry, where he held a variety of underwriting and risk engineering positions for leading insurers in both the UK and Canada. He subsequently spent 8+ years as Insurance Director for one of Canada's largest general contractors, where, as the first holder of the position, he designed and implemented the risk management program and was responsible for the operational, administrative & strategic management of corporate and projects insurance, surety, SDI, risk control & claims.

Building and Managing Customer Relations

COURSE OVERVIEW

In construction, superior customer service paves the way for project profitability, re-engagements, enhanced team dynamics, and a professional reputation. Superintendents encounter a plethora of customers, from end-clients and contractors to trades and internal teams. It's crucial to discern their varied needs, manage expectations, and navigate challenges deftly. This training delves into the core tenets of customer service in construction, equipping superintendents to address concerns promptly and professionally.

LEARNING OUTCOMES

Post-session, attendees will be adept at:

- Recognizing the long-term dividends of top-notch customer service.
- Understanding and addressing varied customer expectations.
- Pinpointing obstacles in delivering exceptional service.
- Evaluating customer satisfaction and initiating appropriate action.
- Discerning trigger points and refraining from using them.
- Effectively listening to uncover underlying issues and envisaged solutions.
- Assuaging or pacifying disgruntled customers.
- Modifying behavior in alignment with diverse stakeholders for optimized outcomes.
- Fostering a pervasive culture of service excellence.

COURSE BREAKDOWN

- Professionalism and Service: Embodying an exceptional service ethos.
- Service Excellence Drivers: Exploring the six pillars.
- Stakeholder Management: Constructing and fortifying relationships onsite.
- Diverse Customer Interactions: Strategies for engaging with trades, architects, contractors, etc.
- Trigger Points: Understanding customer pain points.
- Self-Management: Techniques when you're the aggrieved party.
- The Three "R" System: A structured approach to pacify upset customers.
- Problem-Solving: Swiftly diagnosing issues and brainstorming win-win solutions.
- Reaping Benefits: Understanding the positive ramifications of resolving customer service hurdles.



Building and Managing Customer Relations *(continued)*

INSTRUCTIONAL TECHNIQUES

- Group dialogues and activities, both holistic and subgroup based.
- Solo exercises tailored to individual perspectives.
- Real-world case studies and pivotal incidents.
- Real-time simulations and role-playing.

TARGET AUDIENCE

- Dedicatedly crafted for Construction Superintendents.

PRIOR TO SESSION

- Participants are expected to complete a brief questionnaire and undertake a self-assessment.

INSTRUCTOR



SYLVIE THIBAUT BA, MBA

Sylvie is a bilingual business strategist and leadership capacity builder who brings a wealth of hands-on operations, IT, and HR knowledge to private and public organizations. Sylvie holds an Executive MBA from Saint Mary's University where she teaches in the Sobey School of Business. She is a Senior Consultant at Fairwinds Training and Development, President at My Momentum Strategies, as well as a Certified Extended DISC Professional and a Certified Trainer (Emploi-Québec). Over the last decade, Sylvie has developed Gold Seal Certified curriculum and delivered Gold Seal Certified courses to a number of construction industry companies and associations across Canada.

Marketing Management and Communications

COURSE OVERVIEW

In this ever-changing industry, it is more important than ever to keep your name in front of future contract owners, employees, and the industry in general. The ability to secure future work or scarce labour forces can often rely on having a positive public image and that comes from a strong marketing campaign. This course will introduce the concept of a marketing plan for construction companies and offer insight into what works (and what doesn't work) in selling your business to potential clients and employees. We will also cover the many ways in which your marketing plan should be integrated with your public communications plan and project-specific promotional documents such as prequalifications. We will offer real-life examples of how to prepare your field teams to help you promote your company through onsite interviews and other social media engagement and how to prepare them to deal with situations that can arise when uninvited news reporters or social media influencers arrive onsite to record you for their own benefit.

LEARNING OUTCOMES

- Developing Public Communications
- Social Media Marketing for Construction
- Prequalification Layout
- Building a Communications Plan
- Crafting a Marketing Strategy

WHO SHOULD ATTEND

- Marketing Teams
- Management
- Leaders
- Project Managers
- Project Communication Coordinators
- Prequalification/Promotions Teams
- Human Resources/People Team Members

INSTRUCTORS



DAVID MEMME P.Eng.

David brings his 20 years of heavy civil construction management experience in the GTA and surrounding communities to the table to centre discussions in Ontario's market. His experience leading teams and developing new markets in a saturated industry ensure his approach to construction project management remains fresh and versatile.



JESSICA BAY

Jessica is a PhD Candidate in the Joint Communication & Culture Programme at York and Toronto Metropolitan Universities. Her current research focuses on the digital marketing practices of corporations in relation to their audiences. Jessica has over 25 years of experience in adult education combined with 10 years working in construction, much of that involved in marketing construction projects and the company brand.

Project Management Certificate – **Part I**



CONSISTENTLY DELIVER PROJECT SUCCESS

The Ontario Road Builders' Association is pleased to offer a certificate in project management through Professional Development at the University of Waterloo. Do you have the knowledge and skills to excel as a project manager or project team member? This certificate-based program will teach you project management tools, techniques and processes, plus provide you with the necessary people skills to apply them effectively in any project. The curriculum is compatible with the project management industry standard set by the Project Management Institute (PMI). The University of Waterloo partners with the project management training provider World Class Productivity (WCP) to deliver this training. Courses that make up the University of Waterloo Project Management Certificate are compatible with the project management industry standard set by the Project Management Institute (PMI) and qualify for PMI® Professional Development Units (PDUs)/Contact Hours.

KEY SKILLS

You will gain a solid understanding of sound project management techniques and processes, how to manage stakeholder expectations, effective communication with your team, including negotiation, conflict management and motivation, how to manage the complete project lifecycle and much more.

WHO WILL THIS CERTIFICATE BENEFIT?

- People who want to become project management specialists
- Those who wish to develop the skills to deliver projects on target, on time, and on budget

CERTIFICATE

The University of Waterloo certificate consists of two five-day modules comprising 10 days of training and delivering 70 Professional Development Units (PDU) / Contact Hours of training. The first five-day module will commence on March 3 at the 2025 ORBA Road Building Academy. The remaining five days of training needed for completion of the University of Waterloo project management certificate will be offered at ORBA's 2025 Road Building Academy. Participants will receive a certificate of participation from ORBA after completing each five-day module. The University of Waterloo Project Management certificate will be issued to participants once they have completed both five-day modules. The five days will be a foundation for the certificate. The first three days will be focused on the tools and techniques that are required to create success in projects. The last two days will shift the focus onto the people skills necessary to drive success for your project, your organization and for you.



Project Management Certificate – **Part I** *(continued)*

MODULE 1: PROJECT MANAGEMENT APPLIED TOOLS & TECHNIQUES – 3 DAYS

Winning projects are alive from their very beginning. Filled with learned knowledge, successful project managers understand how to manage the life of these projects and complete the project on time and within budget. Designed for new project leaders and project team members, this course will teach you the secret of their success. Discover the powerful tools and techniques for managing the complete project life cycle; from initial project proposal and definition, through project implementation and finally to the often-neglected project completion phase.

Learn to:

- understand PMI® terminology and standards
- construct a project team
- manage your resources
- define your project scope and Work Breakdown Structure (WBS)
- map critical paths within the project life cycle
- finalize the project plan
- tailor tools and techniques to work for you.



INSTRUCTOR



PAUL BERGMAN PMP

Paul Bergman is President and a Senior Consultant of World Class Productivity (WCP) Inc. Paul's passion is for helping people make sense out of what project management has to offer, by helping them understand how to scale their project management tools so that they provide true value to both themselves and the organization. Paul has over 35 years' experience as a project manager, managing projects of all sizes and types including manufacturing, environmental, telecommunication, IT, and Government. Paul is the author of many of WCP's most popular workshops, including Project Management Essentials parts 1 and 2, Juggling Multiple Projects, Project Sponsorship, Agile Project Management Hands On, and Hands-on Microsoft Project.

Project Management Certificate – **Part I** *(continued)*

MODULE 2: PEOPLE SKILLS – THE SECRET BEHIND PROJECT SUCCESS – 2 DAYS

Project management excellence goes beyond producing project charters, detailed schedules, and colourful status reports. Projects involve people. There are team members, clients, management, subordinates, peers, account managers, suppliers, contractors, regulators, and numerous other stakeholders. And with people, there are differing opinions, personality conflicts, office politics, and sometimes hidden agendas. Your people skills can have a positive impact on project success and help to transform roadblocks into opportunities.

Interacting effectively with others is at the heart of good project management. Poor communication and relationships result in significant issues and detract from what matters and what needs to be done. This course focuses on understanding ourselves and learning specific techniques and strategies that enable us to relate to and engage others successfully.

During the course, you will also have the opportunity to discuss issues or challenges you are facing and get input on how to address them. The session will include self-assessments, group exercises, and scenarios/role plays that will enable you to deal with and discuss real life situations.

Topics include:

- negotiation
- conflict management
- motivation
- managing through influence
- effective communication



INSTRUCTOR



YVONNE HARROP Senior Performance and Learning Consultant at Benchmark

Yvonne Harrop is a seasoned Learning & Development Leader, Change Agent, Performance Consultant, Coach, and Facilitator based in Toronto. She is deeply passionate about driving business objectives through enhanced people performance and organizational effectiveness. Yvonne's strength lies in forging robust relationships with key stakeholders, understanding their unique needs, and leveraging her expertise in Adult Learning and Organization Development to proactively steer business goals. As a Performance Consultant, she is recognized for her collaborative approach with clients, defining success in measurable terms, and crafting innovative business solutions. These solutions span both learning avenues (like guided and self-directed learning, communities of practice, coaching, and mentoring) and non-learning dimensions (systems, tools, processes, rewards, culture change, and leadership). Her primary focus is aligning with the business strategy and ensuring a tangible ROI.

Project Management Certificate – **Part II**



UNIVERSITY OF
WATERLOO

| **WAT**SPEED

● PRE-REQUISITE

Successful completion of The University of Waterloo Project Management Certificate – Part I

CONSISTENTLY DELIVER PROJECT SUCCESS

Do you have the knowledge and skills to excel as a project manager or project team member?

The Ontario Road Builders' Association is pleased to announce a certificate in project management through University of Waterloo WatSPEED. Upon successful completion of this program participants will receive the University of Waterloo Project Management Certificate.

This certificate-based program will teach you project management tools, techniques and processes, plus provide you with the necessary people skills to apply them effectively in any project.

Courses that make up the University of Waterloo Project Management Certificate are compatible with the project management industry standard set by the Project Management Institute (PMI) and qualify for PMI® Professional Development Units (PDUs)/ Contact Hours.

KEY SKILLS

You will gain a solid understanding of sound project management techniques and processes, how to manage stakeholder expectations, effective communication with your team, including negotiation, conflict management and motivation, how to manage the complete project lifecycle and much more. Through project simulation, group exercises, and discussion, participants completing this workshop will become comfortable using the learned tools and techniques, are in a position to assess when and where the learned tools and techniques should be used, and understand how to use them in a way that will overcome challenges and achieve the desired results.

WHO WILL THIS CERTIFICATE BENEFIT?

- People who want to become project management specialists.
- Those who wish to develop the skills to deliver projects on target, on time, and on budget.

CERTIFICATE

The final 5 days of training needed for completion of the certificate will be focused on advanced project monitoring & control and the managing of complex projects.



Project Management Certificate – **Part II** *(continued)*

MODULE 1: ADAPTIVE PM TECHNIQUES FOR COMPLEX PROJECTS – 2 DAYS

As our projects become more complex, project success becomes more elusive. In PMI's in-depth Pulse of the Profession report titled Navigating Complexity, PMI listed three very critical reasons why organizations must address the nature of complexity within their projects:

1. Complexity is not going away and will only increase.
2. Large budgets are at stake – according to the report, the average budgets for projects that are highly complex are nearly twice as large as the average project.
3. Effectively navigating complexity delivers a competitive advantage.

What makes a project complex? Many things. Multiple stakeholders, a virtual project team with diverse languages and cultures, dependence on emerging technologies, political uncertainty, replacing key systems within a live environment – just to name a few.

In this highly interactive and hands-on 2-day workshop, participants will learn how to navigate complexity within their projects by applying adaptive techniques to their project management tool set.

Through group simulations, project scenarios and discussion, participants will:

- Learn why and when adaptive approaches can be beneficial;
- Understand common frameworks (including Scrum) for applying an adaptive approach;
- Understand common primary delivery roles on projects following an adaptive approach;
- Understand how to plan and track projects following an adaptive approach;
- Learn how to apply common tools and events (e.g. user stories, story points, personas, product backlogs, sprints, daily coordination meetings retrospectives) of adaptive delivery;
- Learn techniques for assessing and communicating project status

Learn to:

- Apply basic concepts of complexity theory to create project metrics and enhance project outcomes
- Identify how project risk factors influence project complexity and our decisions on how they are handled
- Identify key drivers of project complexity
- Apply key project management and agile techniques – including your soft skills – to help harness complexity and improve project outcomes



Project Management Certificate – **Part II** *(continued)*

MODULE 2: ADVANCED PROJECT MONITORING & CONTROL – 3 DAYS

Advanced Project Monitoring & Control is part of our “essentials” project management series of workshops and is designed to prepare project managers for the challenges they will face in the real world.

To support a smooth transition from classroom learning to actual projects, we emphasize application of context and common sense to learned tools and techniques. In fact, much of the learning during this course takes place through facilitated group discussion and hands-on exercises, in which learned techniques are applied to a series of realistic project scenarios. The result? Participants are taken well beyond an academic understanding of the tools and leave the course with an understanding of how and where to apply the learned techniques on actual projects.

Participants planning to write the PMP® exam will find that after taking this course they get a lot more out of the PMP exam preparation process and will be much better project managers as a result. Participants who already have their PMP designation, or simply who have a need to improve their project management skills, will find that this course helps them achieve greater project success through a more hands-on understanding of the project management tools and techniques that assist in the monitoring and control of their projects.

Learn to:

- Adjust project controls to reflect how contract types influence project cost, quality and timing
- Plan a kick-off meeting to achieve desired goals
- Distill project information, to get a clear, realistic understanding of current project status and where the project is heading
- Use statistical techniques to identify and focus in on potential problem areas and get the project back on track before it is too late
- Measure the value earned to date on a project, and apply earned value metrics to assess
- Assess how the project is doing
- Assess the appropriate level at which to monitor and control elements of the project
- Differentiate between Issue Management and Scope Management and facilitate a more successful project through appropriate use of each
- Use specific analytical techniques to quantify risk evaluate mitigation strategies, and select the best course of action
- Use specific techniques to analyze the root cause of problems and select solution(s) that provide the greatest value
- Identify why stakeholders are often reluctant to sign-off on project deliverables and identify ways to address these causes
- Effectively address the cynicism that often accompanies the post-project review, in order to achieve meaningful benefits from the process

INSTRUCTOR



KRISTINE HATFIELD PMP, PMI-ACP, CSM

Kristine has over 20 years of experience in Project Management, managing complex projects and programs of significant size and managing portfolios in excess of \$250 million. Kristine has successfully established company-wide Project Management practices throughout her career and has a great deal of experience in implementing and leading PMO's, business analysis, strategic planning, and developing Project Managers. Kristine has spent her professional career in the telecommunications industry and IT. Kristine brings a very practical “real world” approach to applying project management principles based on extensive experience in managing large complex cross-functional projects.

Aggregates 101

COURSE OVERVIEW

Participants in this course will gain core education about the aggregate industry, its terminology and different processes, policies and practices. Product types, licensing, processing, delivery, quality control, best practices and more will be discussed.

LEARN:

- Definitions: sand & gravel, quarry, recycled aggregate, products and more
- Aggregate Licensing
- Rehabilitation
- Aggregate Processing: Stripping, drilling, blasting, crushing and more
- Delivery of Product
- Quality Control and Specifications
- Controls, Obligations and Best Practices

WHO SHOULD ATTEND

This course is designed for those new to the construction industry, have an interest in aggregates or have minimal aggregate experience (non-aggregate functional role), and those seeking an increase in aggregate knowledge.



INSTRUCTORS



ALEX CARUNA

Polydeck, National Manager, Canadian Aggregates

Alex is a Civil Engineer with a background in construction materials and pit & quarry operations. Having worked for 10 years with Dufferin in Concrete & Aggregates production responsibilities of all kinds, he has a firm understanding of material extraction, processing, and end use. Alex has been with Polydeck for many years, serving Aggregate customers of various sorts throughout the country.



STEVE DREW

Nelson Aggregates, Director of Operations

Steve is a graduate of Western Ontario University. He has over 40 years of experience in the aggregate industry. He has held many roles – Dir. Business Development, Plant Manager, Safety Manager, Dir. Of Operations and more. Currently, he is with Walker Industries looking after safety for their aggregate and construction division plus he is the Manager of OSSGA Specifications and Standards.

Aggregates 101 *(continued)*

INSTRUCTORS



KEVIN FITZPATRICK

WSP, Senior Project Engineer

Kevin is a graduate of the University of Waterloo Geological Engineering program and has been consulting the aggregate industry for over 25 years. He has worked on aggregate projects all across Ontario. He is a senior project engineer with WSP Canada.



CHRIS GALWAY

Amrize, Sr. Land Manager, Central Ontario

Chris has a Bachelor of Science in Geology from Carleton University. His work experience includes being in the mineral exploration business, specifically gold exploration for Teck Cominco in northern Ontario and northern Quebec. He was also Client Manager at IBM responsible for Canadian Federal Government accounts. Chris joined Amrize in 2007 as Land Manager for Northern and Eastern Ontario.



JULIE HARRINGTON

OSSGA, Senior Director, Training and Events

Julie has spent more than 17 years working in the aggregate industry, including her extensive contributions through OSSGA, where she has played a key role in strengthening safety practices, elevating training standards, and supporting operators across the province. A graduate of Royal Roads University, she also brings over 15 years of post-secondary teaching experience at Conestoga College and Royal Roads.



RYAN THIBODEAU

Amrize, Customer Service & Logistics Manager

Ryan has been with Amrize for over 20 years. He is passionate about the aggregate industry and providing a safe work environment for all in the industry. His work history includes being a Dispatcher, Supervisor, Fleet Coordinator, Health & Safety Coordinator, and is currently CSLM based out of the Amrize Dundas Quarry.

Costing the Build: Fundamentals of Construction Estimation

COURSE OVERVIEW

Introduction to “Construction Estimating” equips participants with the skills to accurately prepare project estimates for road construction, incorporating materials, costing, and equipment requirements. Through hands-on workshops, learners will delve into quantity take-offs for various construction elements, pricing, and utilizing both manual and spreadsheet methods for cost calculations. Prior construction drawing interpretation, basic Excel proficiency, and on-site experience are essential for this course.

LEARNING OUTCOMES

- Prepare project estimating documents and quantity takeoff for a typical road construction project.
- Identify required construction inputs, materials, conversions, costing, and equipment requirements for common construction items in a project.
- Estimate excavation, concrete work, granular placing, sewer-pipe work, and subcontractor.
- Prepare basic costs for items from quantity take-off.
- Calculate costs of items using both manual methods and spreadsheets.

WORKSHOP CONTENT

- Introduction to Estimating
- Quantity Take-off
- Excavation
- Concrete Work
- Flat work
- Structural
- Sewer-Pipe-Utilities
- Granular & Asphalt
- Labour & Equipment Rates
- Pricing Items
- Pricing Subcontractors Work
- Pricing General Expenses
- Bid Close

PARTICIPANT PRE-REQUISITE

- Construction Drawing Reading/Interpretation
- Basic Excel Skills
- Construction site experience with resources & production

WHO SHOULD ATTEND

- Estimator
- Project Manager
- Superintendent/Supervisor
- Contract Administrator
- Quality Control

INSTRUCTOR

BARRY THOMPSON M.A., C.E.T.

Barry has a civil engineering diploma from Toronto Metropolitan University and is a Certified Engineering Technologist. Barry received his Master of Arts degree in adult education from Central Michigan University. His extensive industry experience in roles as an estimator/project manager, as manager/chief estimator, aggregate sales and marketing manager and procurement/contracts manager at various Ontario construction and aggregate organizations. Barry was an IT business support manager, lead training, development and implementation related to mergers and divestitures with construction companies. He is currently teaching part-time and developing curriculum in engineering programs at Ontario community colleges.



Practical Solutions in Managing Excess Soil

COURSE OVERVIEW

This one-day course focuses on practical solutions to manage excess soils at various kinds of properties. With regulation O. Reg/ 406.19 gradually coming into force and several aspects being implemented on January 1, 2023, all construction sites will need to consider excess soil more carefully with proper planning and consideration of the relevant aspects of the regulations. The course will cover various aspects of managing excess soils including reporting, planning, sampling, and tracking requirements. Exemptions of the regulations depending on the land use volume and nature of the construction site will also be discussed. Further roles and responsibilities of Site Owner, Contractor and Qualified Person will also be explained. In addition, other considerations of managing soil like logistics, geotechnical and subgrade suitability for re-use will be included in the course.

LEARNING OUTCOMES

- Understand Planning and Reporting Requirements as per O.Reg. 406/19
- Review various options for tracking systems acceptable under the new regulation
- Discuss responsibilities of Project Leader, Contractor and Qualified Person for source and fill sites for excess soil
- Consideration of non-environmental aspects of fill import and export
- Designing of sampling programs based on various volumes and kinds of sites based on the excess soil regulation

WHO SHOULD ATTEND

- Site Supervisors
- Project Managers
- Project & Municipal Engineers
- QA/QC Staff
- Students

INSTRUCTORS



SALMAN BHUTTA Ph.D., P.Eng., Principal, Engtec Consulting Inc.

Dr. Bhutta is the Principal Engineer and the founding member of Engtec Consulting Inc. In his current capacity with Engtec, Dr. Bhutta assists contractors, producers and owners in implementing new technologies and processes in their day-to-day activities. Dr. Bhutta is heavily involved in the areas of cold-in-place recycling, expanded asphalt, forensic engineering, and high-performance hot mix asphalt design and testing. Dr. Bhutta has extensive experience in development of a wide variety of new material processes including hot mix asphalt, waterproofing membranes, polymer modified asphalt and sealants and the implementation of their applications in the field. Dr. Bhutta is a recognized expert in the field of forensic engineering as is related to pavement and materials engineering. Dr. Bhutta also has extensive experience in Heavy Weight Deflectometer testing and analysis, pavement design using mechanistic and empirical pavement design procedures, use of Inertial Profilograph to control smoothness and large-scale multidisciplinary contract administration services. Dr. Bhutta has authored more than 25 technical papers and over 500 technical reports and presentations in the area of earth and environmental engineering. Dr. Bhutta is a contributing member of the Canadian Technical Asphalt Association (CTAA) and Asphalt Road Recycling Association (ARRA).



HAMMAD DIN P.Eng., Manager, Environmental Group, Engtec Consulting Inc.

Hammad is a professional engineer with 16 years of experience in managing a variety of Record of Site Conditions. Phase I and Phase II environmental site assessments (ESAs), Excess Soil Investigations, peer reviews, long term groundwater monitoring programs, ex-situ and in-situ remediation projects, risk assessments and vapour intrusion assessments. Hammad is a Qualified Person (ESA) as per O. Reg. 153/04 and has filed several Record of Site Conditions for a variety of residential and commercial redevelopment properties. He is familiar with various environmental regulations, specifically O. Reg. 153/04 and O. Reg. 406/19. He has also managed Phase I and II ESAs in numerous provinces across Canada. His clients have included Real Estate Investment Trusts (REITs), property investors, redevelopers, developers, construction companies, architects, real estate Agents, governments (municipal, provincial and federal), lawyers, financial institutions and private individuals.

Traffic Control – Temporary Work Zones

COURSE OVERVIEW

Every year workers are injured as a result of traffic-related incidents while performing work in and around public roadways. The Regulations for Construction Projects require employers to have a traffic protection plan in place to ensure that workers are protected. In addition, a specific traffic control plan, designed to protect both workers and road users, must be developed and available.

This program assists those responsible for creating, implementing, and/or overseeing traffic control in temporary work areas to develop an effective traffic control plan. Participants are taught using typical layout case studies, *Ontario Traffic Manual (OTM) Book 7*, and the Regulations for Construction Projects.

PROGRAM CONTENT

- Purpose of traffic control
- Temporary work zone design
- Traffic control devices
- Implementing temporary traffic control

WHO SHOULD ATTEND?

This program is suitable for supervisors or workers who are responsible for planning, communicating, or implementing traffic control in temporary work zones.

PREREQUISITES

There are no prerequisites for this course.

PERSONAL PROTECTIVE EQUIPMENT / WHAT TO BRING

Participants **MUST** bring their own copy of the Ontario Traffic Manual Book 7 – Office Edition (2022) and a calculator.

LEARNING EVALUATION

The review exercise is open participant workshop and OTM Book 7; Participants are expected to complete it on their own. It should not take more than 30 – 45 minutes to complete and 15 minutes to take up.

Pass/fail criteria: participants must achieve 75% on the review exercise.

A record of completion is provided to participants who successfully complete this program. Contact IHSA or your consultant to request training at your facility.

PARTICIPANT COURSE EVALUATION

At the end of the training, participants will have the opportunity to evaluate and provide comments about the training they received.

INSTRUCTOR

STEVE LEGGETT

Steve Leggett is a Health and Safety Consultant at the Infrastructure Health and Safety Association. He has worked in the Construction Health and Safety industry for the past 25 years. Steve has worked with companies across the province and country with improving their safety culture and outcomes.

At Infrastructure Health and Safety Association, Steve has spent time focusing on development of training programs in the Working at Heights and Traffic Control on roadways. In his spare time, Steve enjoys playing tennis and coaching baseball.



Construction Disputes and Claims

COURSE OVERVIEW

This interactive course provides participants with practical information about ensuring that contractors are well positioned to support their submissions for disputes, claims, referee processes, mediation processes and arbitration processes. The course will inform participants about necessary content for daily communications, meeting minutes and dispute/claim submissions. Information will be provided about constructing a schedule that will support and explain delays and the “knock on” effects of delays. It provides key documentation requirements for presenting and making strong claim submissions. MTO procedures and processes will be used in short case studies to explain the linkage between everyday field activities and dispute resolution. Participants will be encouraged to discuss and share experiences that they have had in dispute resolution and mediation.

LEARNING OUTCOMES

- Understanding an owner’s obligations and requirements
- Understanding a contractor’s obligations
- Understanding contractual requirements and timelines for dispute resolution and claim submissions
- Understanding record keeping requirements
- Understanding the benefits of sound schedules and updates
- Documenting a strong claim submission

WHO SHOULD ATTEND

- Project Co-ordinators
- Foreperson
- Superintendents
- Estimators
- Site Project Managers
- Managers
- Owners

INSTRUCTOR



GARY TODD P.Eng.

With over 40 years’ experience in the highway planning, design, construction and maintenance activities in several positions with Ontario with the Ministry of Transportation, Gary currently works with contractors to prepare and negotiate engineering disputes and claims. Over the last nine years, Gary has worked with contractors in Ontario to successfully resolve disputes/claims through the entire dispute resolution process from site level submissions and negotiations through to mediation and arbitration.

OHS Risk Management for ORBA Members

COURSE OVERVIEW

This course, designed for the Ontario Road Builders' Association, focuses on Occupational Health and Safety Due Diligence for Managers and Supervisors. Participants will learn their legal roles and responsibilities under Ontario's Occupational Health and Safety Act and Construction Regulations, including hazard identification, risk mitigation, and safety program implementation. The second half of the course addresses Fitness for Duty and substance abuse challenges in the road building industry, covering legal considerations, drug and alcohol testing, fatigue management, and accommodation requirements. By completion, managers and supervisors will be equipped to maintain compliance, ensure worker fitness, and promote a safe, productive work environment.

WHO SHOULD ATTEND

- Project managers
- Project engineers
- Safety supervisors and managers
- Human Resources managers
- Operations manager

INSTRUCTORS



NORM KEITH

Norm Keith is a senior employment & labour, safety & environmental, internal & government investigations, regulatory & white collar defence, and ESG & CSR lawyer. Mr. Keith advises and represents corporate clients during crisis and assists management regarding internal & government investigations, mediation and conciliation, legal risk management, compliance & enforcement.

Norm also advises and represents management in a broad range of human resources, ethical, fraud, harassment, bribery and corruption investigations across Canada. He has successfully represented corporate clients in more than 1,100 civil, regulatory, and criminal hearings up to and including the Supreme Court of Canada.

Norm is a leading Occupational Health & Safety lawyer in Canada and was recognized as OHS lawyer of the Year in 2023 and 2024 by OHS magazine. Norm has been recognized in the 2025 edition of The Best Lawyers in Canada in the category of Labour and Employment Law and White Collar Defence.



ANIL NAIR

Anil is an Associate in the Employment and Labour Law group of KPMG Law in Toronto. He predominantly practices Health and Safety Law, defending both large global entities and smaller, local companies from charges under the Occupational Health and Safety Act (OHSA). Anil regularly appears at the Ontario Court of Justice, representing clients in the manufacturing, mining, construction and homebuilding industries amongst others.

ONLINE COURSES



ORBA offer a variety of industry specific online courses for continuous learning. The range of online courses, powered by Buildforce, offers you a unique opportunity to learn at your own pace, from any home or office computer and to fit learning into your life.

Gold Seal Credit

Communications, Negotiation, Conflict Resolution	2	The information presented in this course will help you to improve your communication skills both written and oral, your negotiating skills and conflict resolution abilities alongside co-workers and on the job site every day.	\$150
Construction Industry Ethics (course is now directly online) ←	3	Ethical behaviour is paramount in the construction industry. By maintaining high ethical standards, and being consistent in our practices, we thrive both personally and professionally. The Construction Industry Ethics course can help your employees navigate the ethical grey areas they face every day.	\$275
Construction Law	2	This newly updated course is intended to provide members of the construction industry with an understanding of construction law.	\$150
Construction Project Management	3	The information presented in this course will help you to understand what you can do to successfully administer projects and will provide you with the necessary tools to help manage a project.	\$150
First Level Supervisor Training Program	5	This course offers the critical basic skills and concepts needed to supervise a crew in the residential, institutional, commercial, industrial and civil construction sectors.	\$400
Introduction to Construction Estimating	2	Accurate and precise estimating is critical to the financial viability of a construction firm. This course provides an introduction to the field of construction estimating and covers all aspects of the production of an accurate estimate.	\$150
Introduction to Understanding Systemic Racism: A Guide for Leaders and Managers	–	The goal of this course is to increase awareness about systemic racism, and provide information and strategies to help organizations create and/or revise policies and processes to support workplaces that are inclusive of Black, Indigenous and People of Colour.	\$100
Pipeline Construction Safety Training	–	This course has been designed and developed by the construction industry to address health and safety issues specific to pipeline construction in the oil and gas industry.	\$100
Working in a Respectful and Inclusive Workplace	–	This course is intended to equip you to be successful and participate in creating a respectful and inclusive workplace. Participants will benefit by eliminating discrimination and harassment, and how everyone can create respect through inclusive communication, teamwork and mentorship.	\$100

For more information about these courses, please visit orba.org/onlinecourses for the full course outline and Gold Seal.

REGISTRATION

Registration for Online courses are available at any time. Please register online at orba.org/onlinecourses.

Please allow 48 hours to receive your login pin and login information. All courses through Buildforce are delivered entirely online. The courses cannot be accessed through a mobile phone/mobile device.

REGISTRATION INFO

Course Name	Date
Adaptive Leadership: Navigating Change in Today's Workplace	February 23
A Day in the Life: Developing the Next Generation of Forepersons, Superintendents & Project Managers	February 25 & 26
Aggregates 101	February 25
Building & Managing Customer Relations	February 23
Construction Disputes and Claims Management	February 24
Costing the Build, Fundamentals of Construction Estimation	February 24
Improving Engagement Through Positive Leadership	February 24 & 25
Marketing Management and Communications	February 26
Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs	February 25
OHS Risk Management for ORBA Members	February 25
Practical Solutions in Managing Excess Soil	February 24
Project Management Certificate – Part I	February 23–27
Project Management Certificate – Part II	February 23–27
Traffic Control – Temporary Work Zones	February 24

**For Registration please reach out to
Alexis Del Rosario at alexis@orba.org**

REGISTRATION INCLUDES

All courses cover materials, coffee breaks and lunch each day.

TIME

Full day classes begin each day at 8:00 AM and run to 4:00 PM.

CERTIFICATES

Participants will receive a certificate of completion at the end of each course.

VENUE KINGBRIDGE CENTRE

Returning by popular demand the Ontario Infrastructure Academy will be hosted at the Kingbridge Centre in King City.

Everything you need is in one space. The venue boasts all day nourishment hubs stocked with healthy & energizing foods, a full lunch as well as various dinner options (not included in the Academy Pricing) that guarantees you will leave the facility satisfied.

Kingbridge is a mission driven enterprise guided by a focused purpose to assist and enable individuals and institutions to convene, curate and collaborate on solving their most pressing problems and challenges pertaining to leadership, skills development, innovation, economic prosperity, and growth.

NOURISHMENT HUBS

Nourishment Hubs are an evolution of the coffee break and offer fresh and energizing refreshments throughout the day from 7:00 am to 5:00 pm.

THE SOCIAL CENTRE & EVENING ENTERTAINMENT

At the end of the day, guests can relax and unwind with colleagues in the Social Centre and enjoy regional craft beers, international wines, inventive cocktails or refreshing soft drinks.

Compliment high speed Wi-Fi is offered throughout the facility as well as free parking on-site.

HOW TO GET THERE

Conveniently located off the 401 Highway at

The Kingbridge Centre
12750 Jane St, King City, ON L7B 1A3



ACCOMMODATION

ON-SITE ACCOMMODATION

For your convenience, Academy registrants are able to book overnight accommodation directly at Kingbridge Centre. Enjoy onsite accommodation, a full dinner and full breakfast the next morning without having to leave the premises.

AMENITIES

- electronic card key system
- queen size bed with two bedside tables and wall-mounted lamps
- full bathroom with hairdryer and bath amenities, including bath robe
- armchair with ottoman, coffee table and floor lamp
- work area with desk, chair, lamp and push pin board
- complimentary high-speed Internet access
- cable TV with remote
- AM/FM clock radio with docking station
- telephone with voicemail messaging
- single brew coffee maker
- luggage stand
- closet with full-length mirror
- iron and ironing board
- windows that open, most onto the courtyard
- self-controlled heating and air conditioning unit
- Free parking



STANDARD CHECK-IN TIMES

Monday to Sunday: any time after 3:00pm

(For early arrivals, please check availability with the Front Desk)

BOOKING

To receive the reservation request form, please contact Sharon Headley directly at sharon@orba.org