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DISPATCH

HAPPY  
Holidays



THE MAGAZINE FOR  
ASH GROVE NORTH CUSTOMERS

Number 2 | December 2020

# Message from John Pontarollo

I hope this holiday edition of *Dispatch* finds you and your families in the best of health. While safety is a core value at Ash Grove, it has never been more relevant than in the past year for us personally and professionally.

As we reflect on 2020, I am struck by the resilience of our customers, employees and communities. It has taken our collective efforts to navigate unprecedented times and to keep our businesses, people and families safe and healthy, so that we can nurture these critical relationships into the future.

Despite it all, there were some great things to celebrate in 2020. We officially adopted the Ash Grove brand in Canada, giving us the opportunity to recognize our strong history and share our excitement for the future.

We continue to move forward on key initiatives related to sustainability (*pages 3 and 6*). We have been part of unique and innovative projects that support our customers and the effective development and growth of our communities (*page 8*). We also couldn't help but reminisce about what we've missed in the past months (*page 12*).

Looking ahead to 2021 and beyond, I encourage you to have a look at the findings and projections of the Cement Association of Canada (CAC) regarding the public infrastructure spending in support of economic recovery (*pages 4 and 5*). This provides insight into the broader context we should be prepared for, as the impacts of the pandemic inevitably continue to be felt across our industry.

Finally, let me congratulate my colleague Marie Glenn and CRH leaders, Peter Buckley and Serge Schmidt on their upcoming moves within the organization. As you know, Marie has been named Regional Vice President for Ash Grove North as I move into my new role as Vice President, Commercial, Logistics & Sustainable Development for the Ash Grove platform. In January 2021, Peter Buckley will be taking on the role of Senior Vice President, United Kingdom, assuming responsibility for CRH's Tarmac, cement and lime business in the UK. We thank Peter for his incredible leadership and, in particular, for successfully bringing together CRH's cement business across North America. We are very pleased to welcome Serge Schmidt as Senior Vice President, CRH Americas Cement who will be taking over the reins from Peter (see next page).

As the holiday season approaches, on behalf of Ash Grove, I wish you and those you love the best of this time of year. May you find ways to celebrate and remain connected, ever thankful for the good in our lives.

**John Pontarollo**  
Vice President,  
Commercial Excellence  
& Logistics  
Ash Grove



# Upcoming Changes at Ash Grove Cement

**TO OUR VALUED CUSTOMERS, WE ARE PLEASED TO ANNOUNCE SOME EXCITING CHANGES IN OUR MANAGEMENT TEAM AT ASH GROVE CEMENT!**



**PETER BUCKLEY**, President, Ash Grove Cement will take on a new role as **SVP - United Kingdom** and will assume responsibility for Tarmac and our UK

Cement and Lime business. We will miss Peter greatly and we thank him for his inspiring leadership for the last three years. We wish him all the best in this exciting new chapter in his career at CRH.



As of January 1<sup>st</sup>, 2021, Ash Grove Cement will be led by **SERGE SCHMIDT**. Serge joins Ash Grove from CRH Europe where he was responsible for the

Europe West Division. In his new role, Serge will be responsible for our North American cement business. We look forward to the time when we can introduce you to Serge in person!

Serge began his career with CRH in 2016. Most recently he held the role of SVP, Europe Materials West Division, responsible for CRH's building materials business across eight countries including France, Benelux, Switzerland, Germany, Spain and Denmark. Over the course of his career, Serge has had the opportunity to work throughout Eastern and Western Europe, and is now making the move across the pond! We look forward to introducing him to the Ash Grove North business and our customers (in due time!)

We have some further changes to our Ash Grove North Region management team as follows:



**JOHN PONTAROLLO** is newly appointed as **Vice President, Commercial, Logistics & Sustainable Development** for Ash Grove Cement. In his new role, John's primary

focus will be to achieve improvement in commercial excellence and logistics across all four Ash Grove regions, in collaboration with our Regional Vice Presidents. John will oversee and manage performance improvement in these areas while ensuring our broader alignment with our other North American and Global businesses. He will also lead our sustainable development strategy. John brings 30 years of experience with our cement business and across CRH's other business lines in Canada. John will still be living in Toronto and accessible to you, our customers. He remains as committed as ever to the strong relationships he has built with all of you over the last 30 years.



**MARIE GLENN** is appointed as **Vice President, Ash Grove North**.

Marie will transition into her new role over the coming weeks as she takes on overall leadership for the North Region from John Pontarollo. Many of you already know Marie in her current role as VP, Cement Sales, Marketing & Distribution for the North Region and she looks forward to continuing to work with you in her new position.

## Congratulations to our CRH Canada Excellence Award Gold Winners!

Our vision for CRH is to be the leading industrial company in the world, delivering superior performance and growth. While we have historically pursued our vision by focusing on operational excellence coupled with growth via acquisition, our future success will also be enhanced by our ability to identify, develop, implement and share new innovations throughout CRH.

The CRH Canada excellence awards program honors employees developing new processes, products and services that:

1. Represent an application that is new, unique, and creative; that solves a problem, streamlines a process or enhances the end-user experience.
2. Result in, or has the potential to generate, significant earnings either through new revenue, reduced costs or both.
3. Meet stakeholder needs: customers, employees, shareholders and communities.
4. Demonstrate collaboration and teamwork to deliver better solutions.
5. Assure compliance with regulations and community expectations.

This award program has resulted in hundreds of nominations each year. These innovations have been celebrated and shared across our organization.

We are very proud to announce that our Mississauga cement team won gold in the category of Commercial and Operational Excellence. Join us in wishing them a big congratulations!

# Infrastructure Spending in Sup

*Excerpted from 'Looking at Public Infrastructure Spending to Support the COVID-19 Economic Recovery', prepared by the Cement Association of Canada for Ash Grove Cement*

Back in March, when the economic impact of COVID-19 began to dawn on politicians and economists, talk of reviving solutions from the financial crisis of 2008-09 was not far behind.

In the aftermath of the last recession, massive investments in infrastructure were deemed necessary to get the economic recovery back on track. 'Stimulus' and 'shovel-ready' projects became part of governments' policy tools.

In every province across Canada, when measures to lock down the economy were being rolled out, the cement, concrete and construction sectors successfully lobbied to keep our products and construction deemed essential, although the reduction in demand and construction activity varied in each of the provinces.

As provincial economies began to recover, the level of construction activity was also uneven provincially. In places like the GTA, the combination of pent-up housing demand, delayed starts and the trend of people looking for more space caused a spike in residential construction activity. In the Prairies and Alberta, where the joint economic shocks of COVID-19 and the drop in demand for oil and gas have hit hard, the recovery in construction activity has been much slower.

And it appears that construction activity is already over its summer peak. The early August figures from Statistics Canada said Canadian real gross domestic product (GDP) grew by 6.5% in June and 3% in July, and they had projected only a 1% rise for August.

As of July, the Canadian economy had recouped only 78.6% of its COVID-related losses and was 5.8% below its February 2020 level. With provinces like Ontario and Quebec already reimposing some physical distancing measures to prevent the second wave from getting out of control, the recovery will likely slow even further.

While the impact across building construction sectors varies, commercial and industrial segments are expected to slow, with rising vacancy rates in office and commercial spaces. To pick up some of the slack, all levels of government will need to come to the table to support capital investment and to reboot economies in recession after pandemic-related lockdowns and disruptions.

## **Federal**

Since the creation (in 2016) of its \$186.7-billion Investing in Canada Plan (approved through to 2028), the Liberal government has been slow to get shovels in the ground, often carrying over budgeted funds from year to year.

After the pandemic struck, the government stated its commitment to try to get funding approved more quickly, but many new projects remain at the planning stage although they may be ready for the 2021 construction season.

Early in the pandemic, municipalities raised concerns that revenue losses would be so acute that their capital budgets would be in jeopardy. They were calling for over \$10 billion in financial assistance.

It was widely reported in August that the federal government was planning to announce significant new spending with plans for a 'green recovery'. Instead, the government's September 23<sup>rd</sup> throne speech indicated the federal government will support residential construction through additional investments in housing for Canadians and enhance the first-time homebuyer program. The government stated it also intends to invest in all types of infrastructure, including public transit, energy-efficient retrofit, and affordable housing. No financial details were provided so we will have to wait for the next budget.

Most recently, on October 1<sup>st</sup>, the Prime Minister announced that the Canada Infrastructure Bank intends to invest \$10 billion over three years in projects meant to create 60,000 jobs and contribute to the fight against climate change. While no details of projects were released, a significant share of the

proposed funding would be directed at social infrastructure and green energy projects, but the Bank would allocate \$500 million for project development and early construction works.

## **Ontario**



In May, Ontario Minister of Economic Development, Job Creation and Trade Vic Fedeli, commenting on capital spending plans, said the 'status quo' will be maintained, suggesting there may not be a boost in stimulus spending. He noted that current projects within the mandate of Infrastructure Ontario are on track and said the government remains committed to its previous pledges to spend \$14.7 billion on infrastructure this year and over \$28 billion on four major subway projects in the Toronto area over the longer term. Transportation Minister Caroline Mulroney reiterated the government's commitment to the \$2.3 billion budgeted for the highway expansion and rehabilitation capital program for 2020-21.

Late in September, the province released its P3 Market Update which included a total of 40 P3 projects including: 17 civil (such as transit, subways, highways) and 23 social (including 17 health care, five community safety and one children's treatment centre). Fourteen

# Report of Economic Recovery

of these projects are currently in procurement and another 26 projects are in the pre-transaction phase. In addition, 12 projects are currently in the planning phase (not included in the 40 total).

The Fall 2019 Update was the largest in Ontario's history, outlining investments of more than \$60 billion in large, complex P3 projects across Ontario. The Ontario government also proactively introduced legislation such as the COVID-19 Economic Recovery Act, which is expected to expedite building approvals and cut unnecessary red tape, and the Building Transit Faster Act that will allow for early works to help to deliver projects such as the Ontario Line more efficiently.

## Manitoba



Manitoba Premier Brian Pallister was among the first politicians to recognize the need to accelerate infrastructure spending.

On May 7<sup>th</sup>, the Manitoba government committed an additional \$500 million for infrastructure projects that the Premier says will help restart the economy. The stimulus funds are on top of the province's previously announced \$3 billion for infrastructure over two years. "Manitoba's construction industry is ready to ramp up their work and we

have many important shovel-worthy projects throughout the province," said the Premier.

The province also announced in the spring that it was speeding up funding to Manitoba municipalities to help with the economic challenges. The province flowed 75% of its municipal operating grants directly to municipalities with the remainder to be provided this fall.

## Saskatchewan



In late September, Saskatchewan Premier Scott Moe officially launched the campaign for the October 26<sup>th</sup> provincial election.

Moe's Saskatchewan Party government previously made a number of infrastructure spending announcements, including the May 6<sup>th</sup> announcement that Moe would add an additional \$2 billion in funding to a \$7.5 billion, two-year capital plan to build a strong Saskatchewan and stimulate Saskatchewan's economic recovery from the impact of the COVID-19 pandemic.

The new plan included a \$320 million capital injection for municipal infrastructure projects. The funding is provided on top of municipal revenue sharing and other municipal transfers highlighted in the 2020-2021 estimates.

The June 15<sup>th</sup> budget provided more detail on planned construction for new hospitals, schools, highways and municipal infrastructure.

## Alberta



Alberta was already facing an economic downturn when the pandemic started, and it was the first province to address capital spending when, in early March, Infrastructure Minister Prasad Panda unveiled the province's \$19.3 billion Capital Plan for 2019-2023.

In response to the COVID-19 recession, the Alberta government doubled its capital maintenance and renewal funding in 2020-21 from \$937 million to \$1.9 billion by accelerating the Capital Plan.

In late June, Premier Jason Kenny announced that Alberta's Recovery Plan would commit \$10 billion to infrastructure spending, "creating jobs now while we face unprecedented unemployment." Kenney said his United Conservative Party government anticipates the creation of 50,000 jobs tied directly to the projects across the province and that the plan represents the "largest infrastructure build in Alberta history." Of the \$10 billion, \$6.9 billion was already earmarked in the spring budget with at least \$600 million to be new, large-

scale projects that will start construction over the summer.

The economic situation remains dire, with Premier Kenney recently telling attendees of Alberta's municipalities convention that "there's no point in trying to deny the reality" of Alberta's grim fiscal picture, noting the province's GDP is expected to shrink by 20% this year. The Premier has promised additional "operating support" for cities and towns.

## Conclusion

While hopes for billions in new stimulus funding to support the post-pandemic economic recovery have not yet been fully addressed – and at a time when government revenues are under considerable pressure – the federal government and the provinces have still somewhat increased and accelerated capital spending, with the last months seeing many new projects across Canada financed through joint municipal, provincial and federal funding through the Investing in Canada Infrastructure Program.

However, much of the planned spending might not be fully flown until next year's construction season. Along with the recent announcement by the federal government that they intend to extend employment insurance benefits and the wage subsidy program until next summer, there is reason to believe that public infrastructure funding will support a reasonably solid baseload of construction activity into 2021.

# The GCCA's Five Pillars of Sustainable Development

The Global Cement and Concrete Association (GCCA) was introduced in 2019. The GCCA represents 32 member companies and 9 affiliates, and is focused on sustainability. Its aim is to ensure concrete is recognized as the sustainable building material of choice. Both powerful messaging and innovative solutions exist – by utilizing one global voice within the cement and concrete industry, this messaging and opportunity can be leveraged.

How will the GCCA advance sustainable development? For starters, their work program will be organized along three dimensions: sustainability, innovation, and the positioning of concrete. The five pillars of sustainable development in focus for the GCCA are Health & Safety, Climate Change & Energy, Social Responsibility, Environment & Nature, and The Circular Economy. A great deal of work has already been done to define the Health & Safety and Climate Change & Energy pillars.

**IN CANADA, THE CEMENT ASSOCIATION HEAVILY FOCUSES ON THE PROMOTION OF CONCRETE THROUGH FULL LIFE CYCLE ASSESSMENT, MODERNIZATION OF WASTE POLICY, USE OF LOW CARBON CEMENTS, AND EMISSIONS PERFORMANCE STANDARDS AND REGULATION TO SUPPORT INNOVATION.**

With more information to come, it will be exciting to see how our global industry will be positioned to best support the circular economy with solutions. Many are already being utilized such as slag cement or recycled concrete aggregates. In addition, an abundance of opportunities remain regarding improving waste management.

As the GCCA initiative advances, the parallels and alignment with local associations will remain. Our product — concrete — is the world's most consumed commodity next to water along with increasing population and urbanization. With significant GHGs from buildings, the challenge is in fact a great opportunity, but the message needs to be common and communicated effectively.



Dear Dave,

Could you please explain the recent federal government request for information (RFI) related to the proposal "In consideration of setting requirements for low carbon cement and concrete for Government of Canada"? As a concrete producer, are there things I need to be planning for to stay relevant or be ahead of the curve? Can Ash Grove support whatever these new requirements will be?

Thank you,

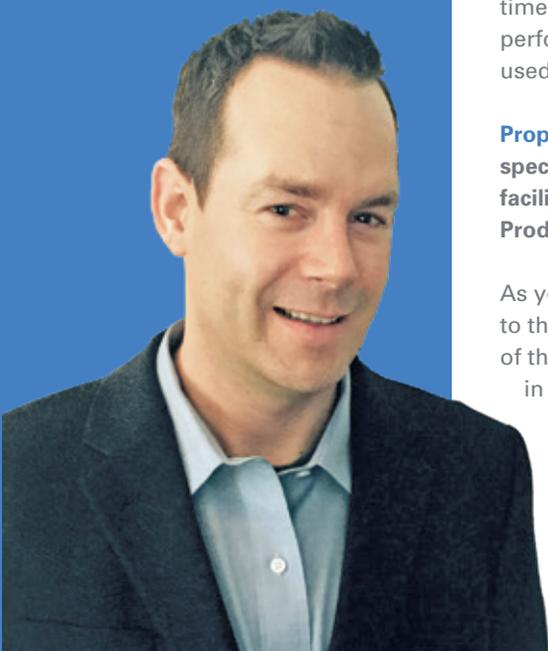
Inquiring Innovator

# Dear Dave

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

Have a question on your mind?

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



Dear Innovator,

What a great question! I'd be happy to walk you through the RFI and what it means for the cement and concrete industry.

The RFI was divided into three proposals for comments. To be clear this means that at this point the government is still undergoing consultation and nothing is final.

**Proposal #1: Starting 2021 and phasing in over 12 months to support market readiness, all general use cement specified by GC will be Portland Limestone Cement (PLC) or equivalent.**

I believe the industry is ready for this proposal – we would have until the end of 2021 to transition to GUL cement for federal government work. As I mentioned many times in previous articles, this equivalent performing lower carbon material should be used in all concrete.

**Proposal #2: Starting [2023] all concrete specified by GC will require product-and-facility-specific Type III Environmental Product Declarations (EPDs) or equivalent.**

As you can see, there is no timeline attached to this proposal. We agree with the principle of this proposal; however it is complicated in that a lot of work is still required to enable this. This would include a comprehensive LCI database, a process that incorporates LCA, and lastly, removal of current economic barriers to produce EPDs. Ultimately,

we believe Type III EPDs are part of our low carbon future, but the timeline is unknown until the above-mentioned barriers are removed.

**Proposal #3: Starting [2025] GC will publish maximum carbon intensity values for concrete specified on a range of project types which will set mandatory lower-carbon benchmarks for concrete purchased by GC.**

The 3<sup>rd</sup> proposal looks even further into the future, as the EPDs in proposal 2 are a prerequisite. Having low-carbon benchmarks for concrete will certainly drive innovation, making it difficult to not support this principle. However, similar to #2, there are significant complexities that need to be addressed including: benchmarking by region, performance, end use and overlap with existing performance-based specifications.

As you can see, overall, there is a definite pathway being signaled, one that will require the development of supporting information, drive innovation, and assist with material transparency in our low-carbon future. In terms of timelines the only item that is somewhat clear is the use of GUL within the next 1-2 years. The other proposals are more future oriented, so a specific timeline is difficult to predict – what is more important is the concepts and the direction. Concrete is a vital building material and part of the fabric of life – ensuring that our product is well represented for all its benefits as we move more and more towards a carbon influenced decision is strategic for our industry and important to society.

**David Bangma**  
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# Big Lift on Highway 400 in N Results in Successful Rapid

**WHILE MANY SPENT THEIR WEEKENDS ENJOYING THE SUMMER HEAT, CONSTRUCTION CREWS WERE OUT THERE BUILDING TRANSIT PROJECTS. RECENTLY, THE ENTIRE BRIDGE THAT CROSSES HIGHWAY 400 AT FINCH AVENUE WEST WAS REPLACED.**

A decision was made to replace the deck and rehabilitate the abutment walls prior to the construction and operation as part of Metrolinx's Finch West LRT transit project, slated for completion in 2023.

The bigger they are, the slower they move, right? Well, not exactly.

Over just two weekends in June, an entire 1,500 tonne bridge spanning Highway 400 was dismantled and replaced using the Rapid Bridge Replacement (RBR) method.

Construction crews worked around the clock to remove the old bridge in Northwest Toronto and move the new one into place using some very specialized equipment in an effort to minimize disruption to the public as much as possible.

Leading up to the big lift, the team worked to setup large steel scaffolding on the sites, installed 60 concrete girders, tons of rebar and poured 800 cubic metres of concrete that would each form a bridge weighing as much as seven adult blue whales.

The new bridge decks were constructed at staging sites near the existing bridge, on the northeast and southwest corners of Finch Avenue West.

The team used a self-propelled modular transporter to lift, move and install the deck that was constructed off site as well as to move the existing deck to a nearby site for demolition.

After rolling the new bridge into place, the crew backfilled the excavated area. They placed and installed pre-cast

slabs onto the bridge, using rapid set concrete. Later, the crew was slated to pave the new bridge and draw on the lines prior to reopening.

An accelerated bridge replacement like this one has been used in other parts of Ontario, such as Ottawa and in the GTA. Using this method is safe, efficient, and results in minimum disruption to traffic.

Proving that big projects can move fast after all!



# Northwest Toronto Bridge Replacement

## WHAT IS A RAPID BRIDGE REPLACEMENT (RBR)?

“Rapid Bridge Replacement” aka “RBR” is a bridge reconstruction method, involving construction of a new bridge on a site near the old bridge. Once the new bridge is complete, the road is closed, and the old bridge is removed, and the new bridge is moved into place.

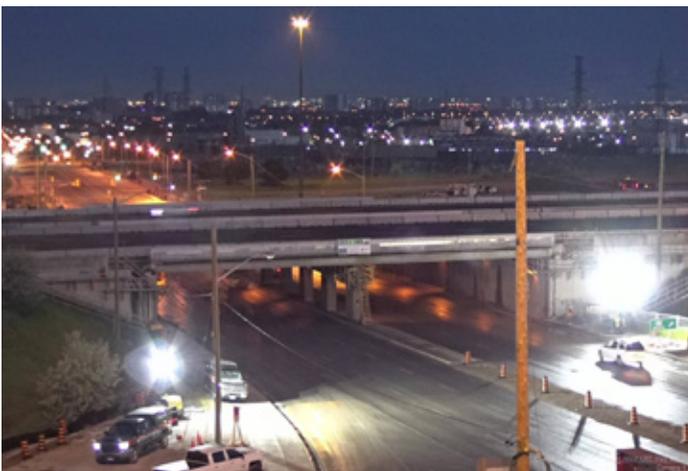
In the case of the Highway 400 bridge, the entire replacement operation was completed in two consecutive weekends.

While still requiring closure of sections of the roadway which caused some traffic delays, the overall road closures were for a very short period when utilizing this method when compared to the amount of time typically required for a major bridge repair.

The public was given ample notice prior to the closure with media and advertising campaigns.

## WHO WORKED ON THE HIGHWAY 400 RBR PROJECT?

Mosaic Transit Group is a joint-venture company established to design and construct the Finch West Light Rail Transit Project. The consortium is comprised of ACS Infrastructure Canada Inc., Aecon and CRH Canada Group Inc. Activities to replace the deck and rehabilitate the abutments of the Highway 400 bridge are included in the specifications of the LRT project.



# GUL Transition

# MOVING TO A LOWER CARBON SOLUTION

**WE ARE VERY PLEASED TO ANNOUNCE OUR UPCOMING FULL TRANSITION TO GUL CEMENT IN ONTARIO! AT ASH GROVE, WE HAVE BEEN WORKING WITH THE CEMENT ASSOCIATION OF CANADA AND THE CSA FOR OVER 15 YEARS TO UPDATE OUR STANDARDS TO ALLOW FOR HIGHER LIMESTONE CONTENT IN OUR CEMENT. ACCORDINGLY, AS OF MARCH 1, 2021 ASH GROVE WILL BE TRANSITIONING OUR PRODUCTION OF PORTLAND CEMENT TO PORTLAND-LIMESTONE CEMENT.**

The industry has worked diligently to update the required standards such as CSA, OPSS, NBC, and OBC; this has included significant amount of lab and field testing to demonstrate performance. In addition, Ash Grove has been manufacturing and using large quantities of GUL for many years now, and we are finally ready to deploy the full solution.

### **Why are we switching to GUL?**

As we have often reminded you, concrete is one of the world's most consumed commodities, second only to water. Given the broad impact our industry has on the built environment, we have a responsibility and an obligation to make every effort to contribute to a greener future for our children and for the

communities in which we live and work.

We need to work together to find lower carbon solutions. This upcoming transition to GUL is a critical step in our efforts to decarbonize our operations. Every kilogram of GUL cement consumed lowers CO2 emissions by up to 10% in comparison with GU cement and helps our

industries progress toward a more sustainable future.

We look forward to your participation in this important milestone in Ash Grove's ongoing efforts to reduce our environmental footprint. Please help us to build a greener Canada!

Your Market Manager will be in contact to discuss next steps.



# WELCOME

to Our Rebranded Website  
and Customer Self-Service Portal

[www.ashgrovenorth.com](http://www.ashgrovenorth.com)



Please be sure to visit our new website at [www.ashgrovenorth.com](http://www.ashgrovenorth.com) and our customer self-service portal [www.portal.ashgrovenorth.com](http://www.portal.ashgrovenorth.com) to access information.

For further details and questions, please do not hesitate to contact your Ash Grove representative.

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# “On the road again. I can’t wa

Do you hear Willie Nelson singing this classic?

Over the years, many of us have had the good fortune to experience the beauty of Ontario and Western Canada. Some of us have been known to claim to our families that we knew at least one person from every village, town, and city in our regions.

Ash Grove market managers have become acquainted with many of the unique landmarks that Ontario and the Western provinces have to offer. These landmarks, although often quite quirky, become spots where they can take a break and stretch their legs. Each of these landmarks have some significance to the area and become an important part of telling a community’s story.

There are too many to show in this article but here are a few of our favourites.



*The Wiarton Willie Monument, located in Wiarton, Ontario, is another popular tourist photo spot. The real live groundhog who lives across the road is known for predicting whether there will be an early spring on Groundhog Day.*



*The Big Apple, which opened in 1987, is located in Colborne, Ontario and it is easily recognizable from the highway by its large apple-shaped structure, named Mr. Applehead. The Big Apple claims to be the largest apple-shaped structure in the world.*



*The Big Nickel is a nine-metre (30 ft) replica of a 1951 Canadian nickel, located at the grounds of the Dynamic Earth science museum in Sudbury, Ontario, and is the world’s largest coin.*



*Since 1963, the Wawa Goose has welcomed visitors from around the world to the northern town of Wawa, Ontario. The Wawa Goose Monument, located at the junction of the last link of the Trans-Canada Highway, is one of the most photographed landmarks in North America. The goose was developed to attract tourists to come to Wawa after the highway bypassed the downtown core.*



*Huskie the Muskies is the nickname of a 40-foot-tall (12 m) outdoor sculpture depicting a muskellunge in Kenora, Ontario’s McLeod Park. The first huskie was constructed in 1967 as a potential Canadian Centennial project and since then the sculpture has received national recognition in part due to its size and position alongside the Trans-Canada Highway. The original was rebuilt in 1995.*

# it to get on the road again..."

## WESTERN CANADA'S UNIQUE LANDMARKS

Due to the precautionary measures of COVID-19 we have limited the number of face-to-face meetings with our wonderful Ash Grove cement customers. Unfortunately, this has led to less road travel for customer visits, as well as passing through many of the unique landmarks that the Prairie Provinces have to offer. Below are several landmarks across Western Canada that we used to drive by while visiting with our customers.



*World's Largest Pysanka (Easter Egg) - this "hidden" egg weighs in at over 2.5 tonnes and took 12,000 hours to complete. It was constructed in 1975 in honour of the early Ukrainian settlements east of Edmonton, in the town of Vegreville, Alberta.*



*World's Largest Mallard Duck - weighing over a tonne and a 23' wingspan, this landmark is located in the village of Andrew, Alberta which is just over an hour northeast of Edmonton. This roadside attraction was built in 1992 to honor duck breeding grounds in the local wetlands.*



*Centre of Canada - this sign, which can be seen on the Trans-Canada Highway, just east of Winnipeg, Manitoba, proclaims to be the longitudinal centre of Canada.*



*High Level Bridge - This bridge is the largest railway bridge in Canada spanning 1.6 km over the steep banks of Old Man River in Lethbridge, Alberta. Built in 1909, this historical landmark is considered the longest and highest of its kind in the world and is still used today to rail our cement from south of the border.*



*The Hoodoos of Drumheller - these sandstone and shale formations take millions of years to form. They are a group of stone columns with caprocks ranging in height from roughly one to three meters tall. Situated in Drumheller, Alberta there are over 11 hectares of these beautiful formations.*



*Vulcan's Starship FX6-1995-A - located in Vulcan, Alberta the town has replicated Star Trek's Space Enterprise. Although the town was not named after Spock's (live long and prosper) home planet, Vulcan has embraced the name as the "official Star Trek of Canada" and has a Star Trek-themed tourist station.*

Since the new norm seems to be staying close to home and traveling in smaller circles, we invite you, our customers, to seek out your local roadside attractions. Send a creative photo to your market manager. It would be nice if you could include some reference for your photo. Who knows, it may be featured in our next edition of the Ash Grove Dispatch!

A prize package of Ash Grove swag is up for grabs. Be proud of your local area.



# From Bubble to

Like most events, activities, and celebrations this year, the 2020 holiday season will be far different than those of the past. Given precautionary COVID-19 measures, we continue to limit the number of face-to-face meetings and as a result, it is unlikely that we will be able to engage in our usual holiday festivities with customers this season.



# our Yours

While we miss you all and wish we could celebrate with you, we want to wish you a very safe and happy holiday season and prosperous year ahead. Since you may not see us in person, here are some of our Ash Grove family holiday cards to provide you with some holiday cheer!



# Photo Gallery

- 1 Safety Recognition Day at the Edmonton Terminal
- 2 Safety Recognition Day at the Lethbridge Terminal
- 3 Jasmine shows off our new COVID-19 PPE
- 4 Checking for physical COVID-19 distancing
- 5 Gord and Mike strike a pose
- 6 Marie and Emma step up to work the order desk
- 7 Dan is all smiles after a beautiful day on the course
- 8 Scott and Mac enjoy a post-round sunset
- 9 Safety Recognition Day at the Selkirk Terminal
- 10 Ontario Sales socially distanced lunch



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