

STONE, SAND & GRAVEL REVIEW

March/April 2018

OFFICIAL PUBLICATION OF THE NATIONAL STONE, SAND & GRAVEL ASSOCIATION



EVERYTHING'S BIGGER

*in Texas for
NSSGA's Annual Convention and
AGG1 Academy & Expo*

**AGG1 ACADEMY DETAILS &
EVENT INFO INSIDE!**

2018 NSSGA
AGG1
AGGREGATES ACADEMY & EXPO



NATIONAL STONE, SAND
& GRAVEL ASSOCIATION
CONVENTION
2018



INSIDE ►

IMPROVE YOUR COMMUNITY RELATIONS | RIP & SHARE, PAGE 55

what's Inside



17



47



55



This year, the aggregates industry converges on Houston for the 2018 AGG1 Academy and NSSGA Annual Convention. Featuring transformative general sessions, with energizing speakers who inspire action and change. These are can't-miss events if you work in aggregates. REVIEW presents highlights of exciting industry events coming this year.

FEATURES

13 AGGREGATES NEWS BLASTS

Learn how NSSGA has worked to keep the need for infrastructure funding in front of lawmakers as budgets and spending bills were debated. Get best practices for handling materials and see safety infographics from the National Institute of Occupational Safety and Health. Learn about the U.S. Court of Appeals for the District of Columbia's ruling on the Occupational Safety and Health Administration Silica Standard.

17 AGGREGATES ASSIST IN HURRICANE RELIEF

As states and territories were devastated by Hurricanes Harvey and Irma, NSSGA members provided necessary aid to help the relief efforts.

21 TRUMP REGULATORY AGENDA

The Trump administration continued efforts to repeal excess regulations with the release of the Fall Regulatory Agenda.

22 WELCOME LETTER TO HOUSTON

Houston Mayor Sylvester Turner welcomes attendees of the NSSGA Annual Convention and AGG1 Academy & Expo.

23 2018 AGG1 ACADEMY & EXPO

The AGG1 Academy is the one place to go to learn about virtually every aspect of the aggregates industry. The practical knowledge you'll gain and proven techniques you'll learn about will enable you to manage your operation more effectively, efficiently and profitably.

39 2018 NSSGA ANNUAL CONVENTION

This year, NSSGA focused on assembling a remarkable lineup of speakers to deliver engaging anecdotes and advice on topics of leadership and issues affecting your business.

45 2018 YOUNG LEADERS ANNUAL MEETING

The 2018 YL Annual Meeting will be held April 25-28 at the Hilton La Jolla Torrey Pines in La Jolla, Calif. – situated on the beautiful Pacific coast and directly adjacent to the famed Torrey Pines golf course.

47 THERE IS A RIGHT WAY AND A WRONG WAY TO INTRODUCE YOUR QUARRY APPLICATION

In today's environment of instant, easy and digital communication, opposing a development is easier than it has been in the past. It is now far easier to earn attention – positive and negative – for a development project using email, Facebook, Twitter and other social networks.

On the Web:

Past issues of *Stone, Sand & Gravel REVIEW* can be viewed online at <http://review.nssga.org>

Contact us at nssga.org to be included on the subscription list for the digital version of *Stone, Sand & Gravel REVIEW*.



DEPARTMENTS

- 55 Rip & Share
- 58 Products & Services Guide
- 60 Index of Advertisers

There is a Right Way and a Wrong Way to Introduce Your Quarry Application

by Christopher Hopkins

In today's environment of instant, easy and digital communication, opposing a development is easier than it has been in the past.

AS WE SAT IN a conference room in the upper floors of a high-rise in Toronto, we were looking out over Lake Ontario, it was a clear spring day, May 27, to be exact, and you could see the sail boats starting to leave their docks.

The city was bustling with activity, people shopping, heading off to lunch, you could see the Skydome a few blocks away with the roof opened in anticipation of that evening's ballgame against the Chicago White Sox.

We were there to discuss a major quarry that was being planned in Melancthon, a suburb of Toronto and some of the richest potato farming land in Canada. Someone had been buying up 8,000 acres of prime farmland under the auspices of creating one mega potato farm. What few people knew at the time was that those acres also contained some of the best limestone and amabel dolostone in the province.

We were meeting with the managers of a hedge fund from the United States and a local "quarry person" who was going to be the expert in charge of changing the zoning and getting permits from the province. We began to discuss the project and the need for an intense campaign to tout the need for this limestone, educating the residents about aggregates overall and then identify and organize supporters. We also brought up the need to initiate a very active and positive social media campaign in order to counter the expected campaign that would come from an opposition group that was surely going to evolve.

They listened and upon the completion of our presentation, the local expert looked up and said he did not anticipate any problems. When we asked why, he looked us in the eye and said, with a straight face, "We are

going to sneak it in during the summer when people are on vacation."

Now an 8,000-acre piece of land, nearly 3,000 of which are going to be quarried, is a third of the size the city of Toronto and the largest permitting application in the history of Ontario. "You are going sneak it through during the summer? Good luck with that," we responded, anticipating the enormity of this mistake.

As with nearly everything in life there are right ways and wrong ways of doing things. There are provenly-effective ways of turning acres of green field into a limestone quarry, but this was definitely not one of them.

The Risks of Digital Networks

In today's environment of instant, easy and digital communication, opposing development is easier than it has been in the past. Earning positive and negative attention for any cause just requires an email address, Facebook, Twitter or other social network. Social media allows for instant communication, spreading misinformation and access to ideas on how to oppose permitting projects from other groups around the world.



The "Mega Quarry" inlaid into the City of Toronto for comparison.

If you are a national or international company, opponents can trace an incident that happened at one of your plants in California and use it as fodder to oppose a quarry in Florida. Understanding this makes preparation in all aspects of the application process that more important.

Social media has also resulted in a larger involvement of politics in any application. Politicians are now under pressure to address zoning changes. There is even a real threat of the opposing group running a candidate of their choice against an incumbent county commissioner to specifically address a quarry.

Addressing Opposition Groups

What works best when you are seeking permits to either develop or expand a quarry, asphalt plant, cement plant or any other potentially controversial development is transparency. Making sure you have all your homework done and are ready to make a good, positive presentation to the decision makers and the general public is critical.

We find that companies spend hundreds of thousands of dollars testing the soil, conducting traffic studies and studying wetlands and stormwater runoff. But the politics and community relations that come with an application are – most of the time – relegated to the back burner until the house is on fire, and at that point it could be too late to salvage permits or an entire development.

The days of hiring the local “fixer,” a sympathetic champion of an operation who is not actually part of the operation, to ease an operation through the permitting process are over. There are two important reasons for this. First, the local fixer can no longer guarantee that decision makers will not pay a political price for casting their vote to approve. Second, sometimes the local fixer is more concerned with maintaining their relationship with elected officials than they are with supporting a operation’s permit. These two things mean that when misinformation reaches the local decision makers, there may be no one to

correct the facts and educate about aggregates operations and support the needed permits.

Do Your Homework

If it makes sense to conduct all that due diligence regarding soil, the environment and traffic, doesn’t it make just as much sense to understand local politics before submitting an application? The earlier you conduct an assessment of the community and decision makers, the more resources you can preserve for the permitting process.

A good assessment should include a complete background on any local official who could have input on your application. Understanding their political background, their donors and community supporters is important.

- You need to know if there is an ongoing environmental group in the community that will automatically oppose you.
- What are the thoughts of the neighbors, what price range are the homes, what is the most direct



You can trust Falvey Steel Casting

for Service, Quality, and Price



WITH THE BEST!

For more than
50 years

We have supplied some of the largest quarries in the world with manganese crusher parts. Our experienced sales team will assist you in maximizing your tons per hour, while reducing your cost per ton. Extensive years in the quarries and foundries results in superior service to our customers. We pride ourselves in being the best.

781-767-6210 www.falveysteel.com

truck route and will trucks have to go through local neighborhoods.

Companies should also understand if there are supporters for your project in the community. Quarries create jobs and the materials are generally used within 50 miles. This means that other companies benefit from quarries as much as local residents, who can, for example, drive on improved roads, highways and bridges. Construction companies with positive community relationships, Departments of Public Works that understand the value of quarries and promoting the new jobs an operation creates are ways of finding support.

Introduce Your Project

There is an old saying by Will Rogers, "You never get a second chance to make a good first impression." This is especially true in our industry. How you present your project is one of the key points in your process.

Unless a company offers the correct and clear image of how a quarry operates, residents unfamiliar with the industry may have wrong impressions of sticks of dynamite and a plunger setting off explosions, trucks running rampant and clouds of dust emerging from the pit.

When you introduce your project, you also need to educate the public and decision makers about the industry and the product you are producing. People use our products every day in their roads, schools, churches, cosmetics, homes and hospitals, they likely are not fully aware of where it all comes from. Our experience has shown that when you personalize the product, those residents who are moderate and reasonable, looking to be educated are less likely to oppose the application. There will always be that 25 percent who will oppose you no matter what and go to extremes to make their case. Remember that you will still need to meet with them because while you likely won't change their minds, you don't want them later claiming that you never even reached out to them.

You also need to educate the public about the science that is involved in our process, this is not Fred Flintstone's

industry. Explain how new technologies have evolved to improve safety for workers and to the general public, the tremendous strides and the great improvements that have been made in science and technology over the years, in trucking, environmental measures, increased standards that we are held to and innovations that have been made with dust mitigation. The public and the decision makers need to be made aware of these advances.

There can also be a timing issue that you need to consider. You do not want

those making the final decision to learn about the quarry from the residents and vice-versa. You need to assume that as soon as you disclose your intentions to the local government, the residents will find out. This may not always be the case but more often than not it leaks, especially if there is an institutional agenda at work.

The way to properly counter this is notify both the neighbors and the government as close in time as you possibly can. Immediately after you meet with the city councilors or county

**300
BOOM-TO-
BREAKER
COMBINATIONS**

**BTI BREAKER
TECHNOLOGY**
www.rockbreaker.com
1-800-567-8267

POWER YOUR PRODUCTIVITY

DECADES OF EXPERIENCE & CUSTOMER SERVICE

For 60 years BTI has worked with aggregate & mining companies to power productivity and break into profitability. Whether you're above ground or underground, we offer over 12 different model series customized to fit your site for maximum endurance.

APPLICATIONS: Primary crushers // grizzlies // draw points // stopes

SEE US AT
2018 NSSGA **AGG1**
AGGREGATES ACADEMY & EXPO
BOOTH # 1718

commissioners, the district councilor first, you need to meet with the neighbors to get their input.

The best way to meet with the neighbors is door to door, one-on-one. If you can at all avoid a community meeting, avoid it. You are going to have to have a public hearing but prior, you do not want to have one early on in the process if at all possible. The downside of a community meeting is that a small group of vocal opponents can dominate the meeting and set the dialogue. This will result in potential supporters may being intimidated not to speak up and any news coverage will be something like, "Community Opposes New Quarry" when that is not the case. Puts you behind the eight ball before you even get going.

What Went Wrong in Ontario

We opened by referring to the "mega quarry" in Ontario. They had several problems out of the gate aside from the sheer size of the project. First of all, they bought the property rather than buying options to the tune of \$150 million. Second, and this was their biggest mistake, when the local expert began assembling the properties, they lied about what they were going to do with the property. They told the community that their intention was that their company was going to have one large potato farm, not a 3,000-acre quarry.

This assured from the very beginning that they were not going to be successful. Once you lose the trust of the community, you are never likely to get it back.

"Local farmers say [some company] touted a vision of becoming the largest potato producer in the province, of building a large potato-processing plant nearby and of working with Frito Lays. Lyle Parsons, a cattle farmer, said he would have never sold his 150-year-old family acreage in the spring of 2007 if he knew then what he knows now. He and other farmers say they were led to believe



Soup Stock

their land would become a very large potato farm."

– "Anatomy of a Quarry Fight"
Jayne Poisson, Toronto Star,
Dec. 30, 2011

The answer is transparency, be honest from the outset, disclose what you have planned for the property, meet with your neighbors and elected officials and be up front about truck trips, the size of the quarry, whether you will you eventually ask for an expansion or have plans for an asphalt plant for example. You need to ensure them that your word is good and that they can believe everything you say and present to them. If you have to make changes to the plan, tell the public that you are doing it and why. You are not going to get all people on your side but again, your audience is the reasonable

members of any audience and the decision makers.

The opposition organized a festival called "Soup Stock," their first event that attracted some 25,000 people who signed up to oppose the quarry. Even though the operation was an hour outside of Toronto, there were "Stop the Mega Quarry" lawn signs in and around the city that created a negative impression of the quarry.

They also had not identified a company who would operate the quarry. This was being proposed by a hedge fund from the United States. Knowing that there was a noted and respected operator in charge would have eased some of the residents' concerns. The seven-year battle ended up with a denial, permanent changes to the approval process in the Province of Ontario making it more difficult to get approvals for every proposed quarry well into the future. The hedge fund lost an estimated \$200 million on this effort and today, the land remains potato farms.

Be ready, if you are proposing a new site for a quarry you are going to have to run a campaign, a campaign that is intended to provide the truth to the public and generate support for your application.

Your ultimate goal is to provide "political cover" for the decision makers, letting them know that making a difficult decision is not going to threaten their political future.

Be sure to do your homework and know the politics of where you are proposing your quarry. Be sure you are aware of any potential pitfall and hurdles that need to be addressed and overcome. ■

Christopher Hopkins, CEO of River Landing Solutions, has worked on community outreach and regulatory campaigns for quarry companies since 1999, managing over 300 campaigns in 33 states and six countries.

The views expressed in this editorial belong to the author alone and do not necessarily reflect the views and opinions of NSSGA.



Navigating Regulatory Politics Since 1999

Before the Community Turns on You, Turn to Us!

River Landing Solutions, (RLS) has over eighteen year's experience working with our clients navigating through regulatory issues on the local, state and federal levels. We have worked on over 200 regulatory campaigns in 44 states and seven countries. Give us a call or an email before you enter the shark infested waters of regulatory politics.

Political Due Diligence and Assessments

In today's climate of internet capabilities and political activism more often than not the barriers to your gaining your permits to operate are not scientific, they are political. The first and most cost effective step in any new project should be a political due diligence and assessment.

Community Engagement Audit

RLS is an expert in community engagement, how to get the best return for your investment in the community. We offer an assessment of your community engagement programs and determine if your resources are being used effectively and where can you get a better return on your investments.

Regulatory Campaigning

The information gathering is of little use if you are not willing to put it to work. Most applications today require a campaign to promote it and push it because your opposition WILL be running such a campaign.

Contact us today!

www.RiverLandingSolutions.com

615-224-3595

hopkins@riverlandingsolutions.com