

**2017 SCA BOARD MEETING
April 27, 2017 – 10:00 a.m.
Board Room, Regina Trades & Skills Centre
1275 Albert Street, Regina**

MINUTES

ATTENDANCE: Jason Duke (Chair), Cory Richter (Vice Chair), Corey Hunchak (Past Chair), Dean Cochrane, Shaun Cripps, Miles Dyck, Justin Hoyes, Rob Istace, Ryan Leech, Jan McLellan Folk, Carole Morsky, Ron Smith, Brian Wallace.

ABSENT: Monique Buckberger.

STAFF: Mark Cooper, Amanda Thick, John Lax, Derek Lothian, Megan Jane.

GUESTS: Dr. Ken Thiessen, Drew Tiefenbach, Mike Berkes, Blaine Braun, Jason Davidson, Mark Novecosky.

CALL TO ORDER: The meeting was called to order by Jason Duke at 09:03 a.m.

1. ADOPTION OF AGENDA:

- Mark Cooper made the following amendments to the agenda; addition of the confirmation of the electronic vote on the PST contribution to section 2.1.
- Jason Duke noted that the agenda may be addressed out of sequence to meet time and guest requirements.

Cory Richter / Corey Hunchak

THAT the agenda be adopted as presented.

Carried

2.1 ADOPTION OF MINUTES:

Justin Hoyes / Carole Morsky

THAT the minutes of the January 26, 2017 Board Meeting be accepted as presented.

Carried

Brian Wallace / Carole Morsky

THAT the Board accept the March 28th, 2017, electronic vote on funding the PST transition webinar from the SCA Strategic Opportunities Fund in the amount of up to \$3,000.

Carried

3. REPORTS FROM INTEGRATED PARTNERS

Miles Dyck / Jan McLellan Folk

THAT the verbal reports provided by the Integrated Partner Association representatives from Saskatoon, Regina, Prince Albert, and Moose Jaw be accepted as presented.

Carried

4. MEMBER ENGAGEMENT REPORT

- Note: the bottom right graph is incorrect. Membership breakdown is as follows; Full Membership is 80%, Affiliate Membership is 12%, and Associate Membership is 8%.
- Membership is down 11% year over year. SHCA members make up most of that loss.
- It was noted that the SCA is at risk of losing rural members.
- Ron Smith noted that some SHCA members are confused as to which membership they should belong to (SCA or SHCA), and what the benefits of one over the other is, despite being sent communication.
- Account Management has been difficult to carry out with the busy year, but those that have taken place have been very positive.
- Most of the Board has not yet been active in this profile.

- Jason Duke encouraged Board members to attend a meeting with their assigned account manager to learn the process; ask questions, and link their problems to solutions that the SCA or the local construction association can provide.
- Common challenges heard at member meetings include; out of province workers taking local jobs, OHS enforcement, issues with Priority Saskatchewan guidelines not being followed by everyone, and prompt payment.
- Going forward into the summer, SCA will attempt to meet with as many members as possible.

Shaun Cripps / Brian Wallace

THAT the Member Engagement Report be accepted as presented.

Carried

Action Item: Staff to activate all Board members in the account management process in time for the next board meeting.

5. STRATEGIC PLAN REPORT CARD

- Mark Cooper presented.
- 2017 has proved to be a good year for performance, with very little in red.
- The two tasks in yellow will be completed by the end of year, but likely late.
- All other tasks are on schedule to be completed on time.

Ron Smith / Dean Cochrane

THAT the Strategic Plan Report Card be accepted as presented.

Carried

6. ADMINISTRATION REPORTS

6.1. General Update

- Mark Cooper presented.
- Industry Workforce Development:
 - SCA is not seeking provincial funding for 2017, thus only moving forward with Skills Link – which will be funded by the federal government for the next two years.

- SCA is in need of a new Saskatoon Career Coach, as Jon Thiessen is leaving. SCA is currently in discussions with the Executive Directors of the Saskatoon Construction Association, the Saskatoon Industry Education Council, and the Saskatoon Skills and Trades Centre to build partnerships, as finding someone other than retired teachers for this role is a challenge.
- Marijuana Legalization
 - SCA met with Minister Goodale in March, and learnt that intoxication level measuring equipment will be made available soon. Minister Goodale has committed to working with employer groups to discuss concerns around this.
- Media Training
 - Megan Jane, John Lax and Carole Morsky received media training from Tony Playter from Fraser Strategy Inc to be well prepared for interactions with the media.

Corey Hunchak / Cory Richter

THAT the General Update report be accepted as presented.

Carried

6.2. Advocacy Update

- John Lax presented.
- #TransformSK
 - The final report was released on April 24th. There was some media attendance, and excellent media follow up, that is ongoing.
 - There may be an opportunity to host an event in the fall. The founders have started this process, but cannot sustain it without support and resources from outside groups.
 - A whiteboard animation video that visually explains #TransformSK is currently being designed.
- A question was raised with regards to the PST Ad Hoc Committee
 - Amanda Thick provided an update on the recommendations provided to Sask Finance, such as the 10% cumulative change order issue, and land development for homebuilders.

- Sask Finance does not seem to understand the consequences of the 10% cumulative change order issue, but the committee is standing firm, and has sent a letter to the government on this issue. A meeting and political intervention may be required for this change, and SCA will have to put pressure on the Ministers.
- Concern was raised that typically jobs do NOT end up well over the 10% change order, and that this is not a message the SCA or its partners should present to the government or public.
- Discussion was had around the issue of supplies and equipment being taxed twice in a project.
- Concern was raised that the Homebuilder's Association already have some of their issues resolved, before the SCA has achieved anything concrete. It was noted that this is a result of simpler issues, tighter timelines, and no previous bulletins were developed for this sector.
- PST Seminars with government officials in attendance will be hosted on May 1st in Regina, and May 3rd in Saskatoon. SCA will provide an update after these sessions.
- Priority Saskatchewan
 - The Agreement on Internal Trade (AIT) is not in force yet. SCA will present this to the Board in the July meeting with regards as to how its details will impact Priority Saskatchewan. Fundamentally the values will not change.
- SaskPower
 - ISNET World protocols were chosen to address the safety issues. This protocol limits who can bid on work, and is not suitable for several work types. SCA will be meeting with SaskPower and Priority Saskatchewan shortly to discuss this.
 - SaskPower recently awarded a job based on best price, and did not provide a debrief – which goes directly against Priority Saskatchewan guidelines. Priority Saskatchewan has indicated concerns with some agencies commitment to the new guidelines. SCA will need to make a political push for this.

Shaun Cripps / Miles Dyck

THAT the Advocacy Update be accepted as presented.

Carried

Action Item: SCA to send a member bulletin in the May newsletter with an update on the PST file.

6.3. Policy Guiding Principles

- John Lax presented.
- It was noted that in point 4 “*We support public policy that ensure businesses are treated with fairness when completing contracts*” the word ‘businesses’ refers to businesses in general – not limited to Saskatchewan businesses because negative precedents are bad for everyone.
- No changes were made to the guiding principles.

Rob Istace / Justin Hoyes

THAT the Board approves the policy guiding principles.

Carried

6.4. Summer Meeting 2017

- Megan Jane presented.
- Discussion around SCA hosting a Past Chair’s Dinner
 - The consensus was that this Dinner would be a positive action, but that it would need to be sponsored, and SCA cannot run a greater deficit.

Shaun Cripps / Miles Dyck

THAT the Board directs SCA administration to seek a sponsor for the Past Chair’s Dinner, and create a policy of invitees to be approved by the Board. If no sponsor is found, the Past Chair’s Dinner will be cancelled for next year.

Carried

- Discussion around offering booths and equipment displays to companies willing to sponsor during the Summer Meeting
 - It was noted that vendors may be disappointed with the low number of guests visiting their booth or display.
 - The Board is not opposed to the concept of booths and equipment displays at the Summer Meeting, and directs SCA administration to manage this.

6.5. Construction Week 2017

- Derek Lothian presented.
- April 3-7, 2017, was marked as a success for the first-ever construction week. A review of the signature events ensued.
- Many of the SCW sponsors have requested first right of refusal again next year, and there are other areas for which SCA could offer sponsorships.
- SCA and the local construction associations will be more involved in the planning and administration of SCW next year.
- It was noted that SCW made a great impression on the Ministers.

Ryan Leech / Shaun Cripps

THAT the Board receive the Construction Week report as presented.

Carried

6.6. Relationship with SHCA and Representation of Members

- Due to time constraints, Section 6.7 was dealt with first. The Board returned to section 6.6. at 2:12 p.m.
- The Joint Board Committee has asked SCA not to continue with direct invoicing of SHCA members, but rather to send SHCA members through a local construction association going forward.
- Discussion was had around what type of competition, if any, the SCA should engage in when recruiting SHCA members.

- It was noted that passive competition is defined as: encouraging SHCA members should join the network of construction associations via obtaining a membership with one of the local construction associations. This must be accompanied by communication of value.

Jan McLellan Folk / Shaun Cripps

THAT the Board position the SCA to passively compete for the role of representing heavy construction companies, and that the SCA will work directly with the local construction associations to put together a compelling recruitment package.

Carried

One Vote Abstained: Ron Smith.

6.7. Organizational Development Work

- Presentation by Dr. Ken Thiessen on the organizational development of the SCA to provide clear core values, direction, purpose and actions to live by.
- Outlined measures of success, and the concept of 90-day actions items that all connect to the bigger picture, and clear accountability assignments.
- Discussed the importance of keeping the Board aware of what's going on at the ground level, and suggested getting feedback from the staff to the Board.
- Going forward, Ken will meet monthly with the senior leadership. Ken suggests that there would be merit in the Board being involved.
- Ken suggested that a survey be conducted where individual Board members may voice any concerns they may have, and this will dictate next steps for Board involvement.
- It was suggested that Ken meet with the HR Committee each quarter.
- It was noted that a similar process would benefit the Advisory Council.

Justin Hoyes / Carole Morsky

THAT the Board receive the Organization Development Work report as presented.

Carried

7. REPORTS FROM BOARD APPOINTMENTS

7.1. SATCC

- 7.1. commenced at 12:27 p.m. after lunch.
- Drew Tefienbach of Alliance Energy, Mike Berkes with Ace Plumbing & Heating and Blaine Braun of Flynn Canada presented.
- Drew provided an Operational update from SATCC;
 - SATCC received a \$2.1M cut for training.
 - Progress is being made in trade training in terms of harmonization across Canada, so far 10 trades are close to reaching harmonization.
 - The Skills Canada Competition took place on April 6 and 7.
 - The Apprenticeship and Action online newsletter is now available.
- Discussion was had around existing and non-existing Trade boards that provide a level of sophistication to the trade. It was note that not all boards have criteria for approving a membership.
- SATCC was attempting to move away from paper processing, until they lost the funding. Now they will attempt to join other provinces who are also moving into digital system processing.
- It was noted that SATCC would gladly receive information from SCA to take back to their Board, and work with SCA on appropriate files.
- It was noted that the SCA Board would like to be sent the formal process to approaching the SATCC with trade-related requests.

Miles Dyck / Carole Morsky

THAT the Board receive the SATCC report as presented.

Carried

7.2. SCSA

- Jason Davidson of PCL and Mark Novocosky from Flynn Canada presented.
- SCSA's Annual General Meeting took place on February 17th – changes to SCSA Board governance and structure were discussed.
- It was noted that it is unclear how much influence the SCA has with the SCSA Board.
- It will be recommended that the SCSA Board downsize from 30 Board members to 15 Board members.
- All SCSA board members have been interviewed by Collin McCallister.
- A SCSA membership engagement survey will be going out to members shortly.
- SCSA is now using the number of opened e-newsletters as a metric of member engagement – SCSA is currently sitting at a 30% open rate. It was noted that the SCA is sitting at a 42% open rate.
- COR milestones are being set to prevent companies from claiming they are “in progress” towards COR while doing nothing to achieve the certification.
- Meetings with WCB have revealed that they are now open to incentivizing COR certification, but WCB would like to hear support for this from industry. It was noted that industry has been advocating for this for years.

Miles Dyck / Justin Hoyes

THAT the Board receive the SCSA report as presented.

Carried

Action Item: SCA to meet with SCSA Board Chair Mark Novocosky and share the SCA's engagement with the WCB advocacy file.

7.3. CCA

- Mark Cooper presented.
- CCA is taking a role in education.
- CCA is moving forward with a 2% fee increase starting in 2018.
- CCA cross-referencing remains in place, but will be streamlined going forward.

Cory Richter / Mile Dyck

THAT the Board receive the report on the work of the CCA.

Carried

7.4. CANet

- Mark Cooper presented.
- All partners approve the CANet Memorandum of Agreement.

Dean Cochrane / Miles Dyck

THAT the Board approves the Memorandum of Agreement as presented, and authorize the President to sign on behalf of the SCA.

Carried

8. REPORTS FROM BOARD COMMITTEES

8.1. Finance and Audit

- Carole Morsky presented.
- Amanda Thick outlined the changes to the financial statements, including updates to membership revenue, and reductions to administrative costs and member recruitment and engagement.

Carole Morsky / Shaun Cripps

THAT the Board accept the March 2017 financial statements as presented.

Carried

Carole Morsky / Jan McLellan Folk

THAT the Board approve the Investment Policy as presented.

Carried

8.2. Governance

- Miles Dyck presented.
- Discussion was had around the recommendations in this report.
- It was noted that Ken Thiessen is happy to sit in on committee meetings such as this.

- The Joint Board Committee discusses areas of bylaw cross-over between the SCA and the LCAs. It was suggested that members of the Governance Committee be involved in this process, however there is a risk that this may be considered overstepping boundaries, and so it was suggested to set up a working group instead.

Mile Dyck / Carole Morsky

THAT the Board accept the Governance Committee recommendations presented in the report to be presented at the Annual General Meeting, including removal of integrated partner references to the SHCA in by-law sections 6.4 and 6.6 and inclusion of the HR & Compensation Committee on the list of Standing Committees.

Carried

Miles Dyck / Dean Cochrane

THAT the Board recommend that at the next Joint Board Committee meeting, SCA is to propose a working group to synchronize by-laws.

Carried

Action Item: At the next Joint Board Committee meeting, SCA is to propose a working group to synchronize the by-laws.

8.3. Advisory Council

- Due to time constraints, section 8.3. was reviewed after 8.4.
- Rob Istace presented.
- The Advisory Council was engaged in SCW, and provided input for the *We Build* magazine.
- Roundtables now take place at the beginning of each Advisory Council meeting.
- It was noted that the Advisory Council was critical in dealing with the implementation of PST to construction services. The emergency meeting was very responsive to this issue, with three representatives from Sask Finance in attendance and extremely cooperative.
- The next Advisory Council meeting will have WCB Board members in attendance.

- The Terms of Reference have been reviewed, and each member of the Advisory Council will be contacted with their expected roles and responsibilities.
- It was noted that today the Advisory Council exists to share industry-specific issues with the SCA, but discussion was had around the future role of the Advisory Council.

Rob Istace / Carole Morsky

THAT the Board accepts the report as presented from the Advisory Council.

Carried

8.4. HR and Compensation Committee

- Due to time constraints, section 8.4. was reviewed ahead of 8.3.
- Cory Richter presented.
- Amanda Thick discussed that Merit would continue to be the employee benefits provider to SCA, and that no changes to the plan were being recommended at this time, except to move long-term disability to be an employee paid benefit.
- Discussion was had around the use of a third-party service for the President's review process.
- The President's contract negotiations are up for renewal this year. This will appear as a decision item at the July Board meeting.

Cory Richter / Corey Hunchak

THAT the Board receive the report as presented from the HR and Compensation Committee.

Carried

8.5. Joint Board Committee

- Dean Cochrane presented.
- There were many different opinions amongst the associations at this meeting, and Moose Jaw was not present.
- Discussion was had about CANet becoming more involved with COO meetings.

- Discussion was had around moving associate fees to be line with full membership fees, and associate members obtaining the right to vote. PACA was the only association of the opinion that the memberships should remain separate, and suggested they provide the option to buy into the plans room separately.
- It was noted that the SHCA bylaws state associate members can sit on the Board, but that majority must always be made up of construction members.

Corey Hunchak / Cory Richter

THAT the SCA supports having the same fee for associate members as for full members, that the SCA takes no position on whether associate members should be given the right to vote, that the SCA supports associate members getting voluntary access to the plansroom, and that the SCA supports continued dialogue around associate memberships and the classes of membership through the Joint Board Committee.

Carried

Ryan Leech / Shaun Cripps

THAT the Board appoint Corey Hunchak as the SCA representative on the Joint Board Committee's taskforce on pre-qualification support.

Carried

9. BOARD COMMUNIQUE HIGHLIGHTS

9.1. Review of Action Items

- Mark Cooper reviewed the following action items:
 - SCA Staff will activate Board members for member engagement in advance of the July meeting.
 - SCA to send out an update to member on the PST issue in the May 2017 newsletter.
 - SCA to put together a communication piece for members to send to their MLAs and Minister on the 10% PST change order issue.
 - SCA to communicate the policy guiding principles to our integrated partners; include them in the SCA governance manual; and ensure they are included in the SCA policy manual.

- SCA to develop a plan for a legacy program to celebrate past leaders, recognize current leaders, and develop future leaders.
- SCA to allow vendors to display goods, services, equipment etc. to companies at the SCA Summer Meeting.
- SCA to ensure information on the New Canada Free Trade Agreement is provided to the Board and members once the implications are understood.
- Engage Ken Thiessen with the HR & Compensation Committee and through them to the Board.
- Governance Committee to prepare specific proposal for bylaw amendments to remove reference to the SHCA as an integrated partner and to add the HR & Compensation Committee as a standing committee.
- SCA to propose a governance working group to support the Joint Board Committee in reviewing bylaws and policies.
- SCA to set up a presentation from SATCC on compulsory trades at a future Advisory Council meeting.
- SCA to sign the CANet Memorandum of Agreement.
- SCA to circulate its responses to the Joint Board Committee questions.
- SCA to develop with the LCAs a membership recruitment package for the heavy construction companies.
- Governance Committee to recommend options for the SHCA seat on the SCA Board for the July Board meeting.
- SCA to meet with SCSA representatives regarding the WCB file.

9.2. Board Meeting Outcomes to Communicate to Members

- It was noted that these are listed in 9.1

Corey Hunchak / Shaun Cripps

THAT the Board commence the In-Camera session at 2:42 p.m.

Carried

10. IN CAMERA SESSION

10.1 Finalization of President's Performance Review

This item was discussed by the Board and the President.

10.2 Board Discussion on Administration's Performance

The Board held an In Camera discussion.

Brian Wallace / Corey Hunchak

THAT the Board conclude the In Camera Session at 3:47 p.m.

Carried

NEXT MEETING DATE

- Thursday, July 27, 2017 – Saskatoon, SKTNCA

ADJOURNMENT

The meeting was adjourned by Cory Richter at 3:50 p.m. on a motion from Brian Wallace.

SCA Board Chairperson
MINUTES APPROVED ON:

SCA President