

**2018 SCA BOARD MEETING
March 8, 2018 – 9:30 a.m.
RTSC Boardroom, 1275 Albert Street, Regina**

MINUTES

ATTENDANCE: Cory Richter (Chair), Miles Dyck (Vice Chair), Monique Buckberger, Dean Cochrane, Chris Doka, Nick Friesen, Justin Hoyes, Mike Lawton, Ryan Leech, Matt Walker

ABSENT: Shaun Cripps, Jason Duke, Nick Walbaum

STAFF: Mark Cooper, Amanda Thick, Megan Jane

GUESTS: Brian Shankowsky (RTSC)

CALL TO ORDER: The meeting was called to order by Cory Richter at 9:33 a.m.

1. ADOPTION OF AGENDA:

- The following changes were made to the agenda:
 - Item 6.2 will now take place at 11:30 a.m.
 - Item 7.3 will be removed from the agenda, as Shaun Cripps was unable to attend.
 - Item 7.4 will take place after lunch.
 - Item 8.7 nominees for the Sask Polytech Committee will be pulled from this section to be voted on separately.

Dean Cochrane / Miles Dyck

THAT the SCA Board accept the agenda as presented.

Carried

2.1 ADOPTION OF MINUTES:

Ryan Leech / Matt Walker

THAT the board accept the minutes of the November 16, 2017 meeting of the Board of Directors as presented.

Carried

3. REPORTS FROM INTEGRATED PARTNERS

Saskatoon

- Chris Doka presented.
- The plans room was launched March 1, and overall it is running well.
- 3 new staff members since January.
- Membership is sitting at 539.
- Recent education sessions included a blueprint reading course, and a lunch and learn with OH&S.
- Chris Doka will be attending the CCA conference.
- April 11, 2018 is the date set for the Think Construction Youth Spotlight event in Saskatoon.
- The President's Gala is April 20, 2018 with a Canadian theme.

RCA

- Nick Friesen presented.
- Discussions have taken place between RCA and the City of Regina regarding specifications of some local work.
- RCA is partnering with SHCA to provide some seminars on CCDC contracts.
- Sponsors event is taking place on April 12, 2018 during Construction Week.
- President's Event is May 25, 2018 and will be outdoors this year.
- Working through plan room changes, only minor hiccups. Coverage of entire province is available in both plan rooms.

- Preparing for BuildWorks Canada platform.
- 4 board of director positions are now open for nomination – these spots will be filled by April.

PACA

- Mark Cooper presented on behalf of Shaun Cripps.
- PACA Golf Tournament will take place on July 20, 2018 at the Cooke Municipal Golf Course.
- PACA has renewed their liaison committee with the City of Prince Albert.
- Keith Bird has been elected to the SCSA Board.
- PACA website is in the process of being updated.
- First annual curling bonspiel took place on February 23, 2018 – it was short notice, but seven teams participated.
- Engagement survey was sent out to members last week half of their membership has responded so far.
- PACA is partnering with McDonalds for a free breakfast during Construction Week, for the first 100 construction workers on Wednesday, April 11.
- PACA is coordinating a Think Construction day in conjunction with the Mayor's Luncheon in Prince Albert as a part of Construction Week on Friday, April 13.
- Vice Presidents from Holmes Approved Holmes heard about the Construction Week activities, and are donating equipment to Think Construction Prince Albert, as well as coordinating a presentation to the youth.
- PACA has approached the City of Prince Albert to proclaim Saskatchewan Construction Week in Prince Albert as well.

MJCA

- Justin Hoyes presented.
- MJCA's new website is launched.
- The Board has decided not to offer the Beer & Boar event this year – instead, they are considering planning a golf tournament to strive for higher attendance and engagement levels.

- MJCA has been approached by RCA and SKTNCA with regards to the purchase of plans room services for their members. They have until October to decide which service to proceed with.

Mike Lawton / Miles Dyck

THAT the board receive the reports from integrated partners as presented.

Carried

4. MEMBER ENGAGEMENT REPORT

- Megan Jane presented.
- It was noted that SCA needs 970 paid memberships to break even in the budget. Today the SCA sits at only at 888 paid members. If these numbers do not increase, SCA will need to adjust the budget to offset revenue shortfall.
- A letter to SHCA members will be sent out shortly explaining the changes in membership, member value, and will include a pro-rated invoice. The board suggests giving a grace period to follow up in April or May.

Matt Walker / Justin Hoyes

THAT the Member Engagement Report be accepted as presented.

Carried

5. 2017-2018 OPERATING PLAN REVIEW

- Mark Cooper presented.
- SCA met with RCA and PACA staff to discuss the priorities for the SCA. A meeting is scheduled with SKTNCA and administration is working to schedule a meeting with MJCA as well.
- RCA and PACA made it clear that they viewed advocacy and provincial lobbying as the main focus for the SCA and were happy with the work SCA is doing.
 - Advocacy is difficult to communicate, and it was recommended that the SCA find better ways to communicate their progress and successes to help them understand the time frame for these projects.
- It was suggested that member engagement could be passed on to the locals.

- It was noted that member engagement allows the SCA to provide real stories to decision makers, and get membership engaged on these profiles – but it is very time consuming, so if there's a way to share the work load, the SCA would be supportive of that.
- RCA questioned how Summer Meeting fits the SCA's mandate.
 - It was agreed that a lot of time and energy is spent on this event, which, until last year, was costing the SCA money.
 - It was noted that this is the only time the industry sees everyone from Saskatchewan and hears from groups like CCA.
- RCA also noted that while the education the SCA provides, including Skills Link and information sessions, are good, do they fit within the priorities?
- RCA noted that they would be open to discussing SCA moving back into the building on Elphinstone Street and sharing space with RCA.
 - It was agreed that the cost sharing of bookkeeping, HR, IT and rent would eliminate some operational burdens and expenses for the SCA.

Ryan Leech / Chris Doka

THAT the 2017-2018 Operating Plan Update be accepted as presented.

Carried

Action item: The SCA will re-open discussions around moving back into the RCA's building. LCA representatives are welcome to take this information back to their boards for comment.

6. DECISION ITEMS

6.1 Report from the Finance and Audit Committee

- Mike Lawton presented.
- The January 31, 2018 Financial Statement and response letter to auditor's Construction Services Letter were discussed.
- Mike Lawton was nominated Chair of the Finance and Audit Committee, and Nick Friesen as Vice-Chair.

- Overall, the SCA revenue is down due to SHCA member fees. Trade listings will generate additional revenue, but advertising revenue is down. For this reason, the committee suggests that the SCA manage 2018 expenditures and adjust if necessary.

Mike Lawton / Dean Cochrane

THAT the board approve the January 31, 2018, financial statements as presented.

Carried

Mike Lawton / Nick Friesen

THAT the board approve the response letter to MWC as presented.

Carried

Action item: Amanda will follow up with Kirsten from VCM Construction on the non-board member position on the Finance and Audit Committee.

Action item: The SCA will send the response letter to MWC.

6.2 2017 President's Performance Report (IN CAMERA)

- This section of the agenda was postponed until 11:30 a.m.
- In camera session began at 11:37 a.m. and ended at 12:26 p.m.
- The Board and President discussed the President's performance review.

7. DISCUSSION ITEMS

7.1 Report from SCSA representatives

- This item on the agenda was dealt with ahead of section 6.2.
- Mark Cooper presented on behalf of the SCSA representatives, Jason Davidson and Mark Novekosky.
- The SCA will no longer receive this report, as the SCSA has changed their bylaws and no longer have appointed representatives from the SCA.
 - It was noted that SCA member companies do sit on the SCSA board, so the SCA could engage that way if needed.
 - While the board agrees it is unfortunate for the SCA not to have a seat at that the SCSA board, there is clear board reform, which was the goal.

- Mark Cooper continues to have regular conversations with Collin Pullar, and notes that residential and rural construction are their primary areas of focus.
- It was suggested that the SCA board could set up an annual meeting with the SCSA Board.
 - An alternative would be to simply ask the LCAs who attend the local SCSA meetings, to provide an update.
 - Discussion was had around using the Advisory Council for this avenue.

Miles Dyck / Justin Hoyes

THAT the board send a letter of thanks to Mark and Jason for their time on the SCSA Board.

Carried

Miles Dyck / Matt Walker

THAT the report be accepted as presented.

Carried

Action Item: SCA to send a letter of thanks to Mark Novekosky and Jason Davidson for their time on the SCSA Board of Directors.

7.2 Report from the Advisory Council

- Ryan Leech presented.
- It was noted that minutes in the package are not complete, as the minutes from the March 2 meeting are not included.
- The Advisory Council is currently focused on procurement, WCB, prompt payment legislation, and productivity.
- The Advisory Council will draft a letter regarding the labour exemption on PST for the Ministry. This will be signed off on by all the associations and sent to Minister Harpauer to keep the momentum going.
 - A question was raised about advocating towards an HST model, rather than reversing the PST.
- The Advisory Council received a presentation from WCB's Kevin Mooney with regards to the system for premiums, and a 25-30% discount for COR companies. When asked about the growing income to WCB, it was noted that it should be stabilizing now, and industry won't be seeing any further increases anytime soon. No response on the surplus at this time.

- The Advisory Council received a presentation from Wellpoint on cannabis in the workplace and the need for establishing strong drug and alcohol policies in your workplace.
- It was noted that there is some new technology coming out offering physician assessments on site, which will be presented to the group at a future meeting.
- Matt Walker attended a seminar on climate change policy, presented by the Ministry of Environment and MNP.
 - The room was full of lobby groups and industry groups concerned with environmental work.
 - There will be 75 emissions readers set up in the province.
 - Many of their policies won't apply to our provincial crowns – for example, Saskpower will not be able to use or buy things with credits.
 - The Ministry would like their framework understood and accepted by September, to avoid climate pricing being imposed.
 - It will be important for the SCA to watch the scoring systems in place to measure resiliency.
- Discussion was had around the Advisory Council to consider being more inclusive of the construction industry as a whole, with the addition of the Home Builders or labour representatives, for example. The Advisory Council will review the Terms of Reference first.
 - It was noted that the Advisory Council lost the Steel Association this year.
 - Currently the Advisory Council is made up of 22 groups, of which 15 are actively engaged.
 - It was noted that groups must have a membership through the LCAs in order to sit on this council.

Chris Doka / Mike Lawton

THAT the report be accepted as presented.

Carried

Action Item: The SCA to distribute the Wellpoint presentation on cannabis in the workplace to the general membership and board members.

Action Item: Ryan Leech and John Lax will query the Ministry of Finance further regarding PST and the tax generated from construction services.

7.3 Governance Committee Discussion: Governance Excellence Model

- 7.5 was dealt with ahead of 7.3.
- 7.3. was deferred to the next meeting as Shaun Cripps was unable to attend.

7.4 Five Dysfunctions of a Team Presentation and Discussion: Absence of Trust

- Mark Cooper gave an overview of the board retreat.
- Matt Walker and Miles Dyck led the Absence of Trust presentation.
 - Remove invulnerability - take risks from a place of honesty.
 - Build comfort through exposure – turn off the competitive drive.
 - Where are we now?
 - Obvious tension between two partner LCAs that needs to be acknowledged – although the retreat was very helpful in alleviating that tension at the board level, the damage between the staff is irreversible.
 - Asked how they felt the group was doing on building trust – response was that the board inter-relationships are stronger as a result of the retreat. It was noted that the Summer Meeting is a great opportunity to continue building and strengthening relationships.
 - The board would like the retreats to continue.
 - The Board was reminded of the risks of moving forward with low trust – poor behavior, poor interaction, unprepared for meetings, no risk taking.
- What can we do to continue building trust, within reasonable time frames?
 - Attending LCA events together – make a point of sitting together and not just with our own companies.
 - Regular Board retreats.
 - Engage in a local social activity alongside board meetings.

- It was suggested that Miles Dyck and Matt Walker be appointed to be responsible for keeping the building trust momentum going.
- Fear of Conflict presenters for the Board Meeting in June:
 - Mike Lawton
 - Dean Cochrane
- Lack of Commitment presenters for the Board Meeting in June:
 - Ryan Leech
 - Justin Hoyes

Action Item: SCA to ensure that Dean Cochrane received a copy of the book discussed at the retreat.

7.5 SCA Advocacy with the new Provincial Government

- At this time, the SCA allowed a few minutes on the agenda for the venue host, Brian Shankowsky, to present to the board about the RTSC, what they offer, and how they help their students find employment.
- RTSC noted they are always looking for volunteer board members and aim for 50% industry representation.
- This section of the agenda was dealt with ahead of section 7.3.
- Mark Cooper presented on the SCA's engagement with the provincial government. The SCA asked the Board if there should be any changes to their agenda (which is mainly investment attraction, procurement and prompt payment at this time).
 - The SCA could open discussions on HST.
 - Work sequencing – it was noted that the SCA will engage with Rupen Pandya regarding procurement.
 - The Board was reminded about the SCW Lobby Day and Deputy Ministers Dinner. The board is also invited to the Lobby Day Reception immediately following Lobby Day.
 - Supporting growth and development using Saskatchewan resources.
 - It was noted that the SCA and Saskatchewan Chamber of Commerce are organizing a meeting of CEOs from Business

Associations that will address the task of making Saskatchewan an attractive place for investment.

Nick Friesen / Matt Walker

THAT the report be accepted as presented.

Carried

Action Item: Megan to re-send information and invitations to the Deputy Ministers Dinner and Lobby Day Reception to board members.

7.6 Provincial Procurement

- Mark Cooper presented.
- The SCA has worked with SaskPower to put together a committee focused on improving safety on job sites, and collaboration for projects.
- SaskPower is now publicly publishing how they score RFPs.
- The board was reminded that very few members come to the SCA with procurement issues, but that SCA can and has been able to work with Priority Saskatchewan to get these issues fixed before the tender closing. How does the board propose we capture members' attention regarding this issue?
 - Get in front of an audience – at an AGM or Summer Meeting.
 - Promoting that it is more influential to come from SCA rather than the company making the complaint.
 - Westridge would be willing to provide a testimonial on this process.
 - Make this a topic in the next President blog.
 - Tweet about it.
 - Host an evening event at the RCA with government officials to have guard-down conversations. More networking opportunities for members that give the SCA ten minutes to focus on one or two of the major issues. Force people to move around the room and talk – events without tables.
 - Note: Take care not to step on the LCA toes.
 - Owner forum – reception with Saskpower, for example.
- Discussion was had around the creation of a guide of best procurement practices from the contractors' perspectives, the table of contents was reviewed.

- Would like to see climate policy make an appearance – resiliency or social procurement practices (like the mines are implementing) such as indigenous workforce participation, support for communities etc.
- Under project management analysis – consultants taking the place of contractors is an issue.
- Assist the government to move towards amalgamation and streamlining i.e. education going the way of the health care system.

Matt Walker / Nick Friesen

THAT the report be accepted as presented.

Carried

7.7 Prompt Payment

- Mark Cooper presented.
- It was noted that the Home Builders' Associations is on the fence with prompt payment legislation – but the legislation allows for them to contract in or out.

Chris Doka / Dean Cochrane

THAT the report be accepted as presented.

Carried

7.8 2018 Summer Meeting

- Megan Jane presented.
- Regarding Randy Ambrosie as the keynote speaker, the board felt it was simply too large of an expense, unless a sponsor is secured.
- The board unanimously prefers Brad Wall as the keynote speaker, but are comfortable with moving forward with Randy Ambrosie (so long as sponsorship is found) if Brad Wall is not available.
- The SCA is on track to hit \$100,000 in contributions to the SYA Scholarship fund. This presents an opportunity to start thinking about alternative scholarships to fund, or to create a new scholarship.
 - The board would like the SCA to find out what industry scholarships are in place today so we are not duplicating existing work.
 - The SCA will invite Sask Polytech to attend the next board meeting.

Matt Walker / Miles Dyck

THAT the report be accepted as presented.

Carried

Action Item: The SCA will confirm Brad Wall's availability as the keynote speaker at Summer Meeting.

Action Item: The SCA will invite Sask Polytech to the next board meeting to discuss opportunities for a custom industry scholarship.

Action Item: The SCA will invite the Premier Scott Moe and cabinet ministers to attend the 2018 SCA Annual Summer Meeting.

8. INFORMATION ITEMS

8.4 Report from CANet representatives

- Discussion was had around the SCA representatives that currently sit on the CANet Board.
- It was suggested that we leave the current arrangement in place until CANet is dissolved entirely.

8.7 Report from Governance Committee

- This section of the agenda was pulled from the information items to be discussed further.
- Allan Webb from RNF Ventures has volunteered to sit on the Sask Polytech PAC Committee.
 - It was noted that while most meetings happen in Moose Jaw, and RNF is located in Prince Albert, there is only a day/year commitment.

Justin Hoyes / Ryan Leech

THAT the board appoint Allan Webb as the Sask Polytech PAC representative.

Carried

Chris Doka / Dean Cochrane

THAT the board accept all information reports in section 8 as presented.

Carried

Action item: The SCA will advise Allan Webb of his appointment to the Sask Polytech PAC committee and that meetings are held in Moose Jaw.

9. COMMUNIQUE HIGHLIGHTS

9.1 Review of Action Items

- Amanda will follow up with Kirsten from VCM as the non-board member sitting on the Finance and Audit Committee.
- The SCA will send the response letter to MWC.
- SCA to send a letter of thanks to Mark Novekosky and Jason Davidson for their time on the SCSA Board of Directors.
- The SCA will distribute the WellPoint presentation on cannabis in the workplace to the general membership and board members.
- The SCA will ensure that all board members received a copy of the book discussed at the retreat.
- Megan Jane will re-send information and invitations to the Deputy Ministers Dinner and Lobby Day Reception during Construction Week to board members.
- Ryan Leech and John Lax will query the Ministry of Finance further regarding PST and the tax generated from construction services.
- The SCA will invite Sask Polytech to the next board meeting to discuss opportunities for a custom industry scholarship.
- The SCA will confirm Brad Wall's availability to be the keynote speaker at Summer Meeting.
- The SCA will advise Allan Webb of his appointment to the Sask Polytech PAC committee and that meetings are held in Moose Jaw.
- The SCA will re-open discussions around moving back into the RCA's building. LCA representatives are welcome to take this information back to their boards for comment.
- The SCA to engage further with Scott Moe and invite him, as well as cabinet ministers, to attend the 2018 SCA Summer Meeting.

9.2 Board meeting outcomes to communicate to members

- The SCA is looking for ways where it can be an even stronger advocate for members in terms of procurement and encourages members to come to them with any issues regarding procuring work, including assisting members in understanding best value.
- Promote Brad Wall as the keynote speaker for Summer Meeting, once secured.
- Saskatchewan will be the second province in Canada to adopt prompt payment legislation, and it was done collaboratively and within budget, unlike Ontario.
- The SCA voiced their input in the Climate Change policy presentation from the Ministry.

10. IN-CAMERA SESSION

10.1 Board discussion on administration's performance (BOARD ONLY)

- The in-camera session ran from 2:45 p.m. until 3:01 p.m.

NEXT MEETING DATE – June 14, 2018, Moose Jaw

ADJOURNMENT

The meeting was adjourned by Cory Richter at 3:01 p.m. on a motion from Chris Doka.

SCA Board Chairperson

SCA President

MINUTES APPROVED ON: