

**2016 SCA BOARD MEETING  
October 20, 2016 – 9:00 a.m.  
Saskatchewan Apprenticeship and Trades Certification Commission  
Boardroom  
2140 Hamilton Street, Regina**

**MINUTES**

**ATTENDANCE:** Corey Hunchak (Chair), Jason Duke (Vice Chair), Shaun Cripps, Miles Dyck, Justin Hoyes, Rob Istace, Jan McLellan-Folk, Carole Morsky, Laird Ritchie, Cory Richter, Sam Shaw, Ron Smith, Brian Wallace.

**ABSENT:** Tyler Pochynuk

**STAFF:** Mark Cooper, Megan Jane, Erwin Klempner, John Lax, Derek Lothian, Shelley Miner, Amanda Thick.

**GUESTS:** Jeff Ritter (SATCC), Loreena Spilsted (SATCC), and Drew Teifenbach (Alliance Energy).

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**CALL TO ORDER:** The meeting was called to order by Corey Hunchak at 9:02 a.m.

**1. ADOPTION OF AGENDA:**

- The following amendments were made to the agenda:
  - 6.1 General Update: Discussion required regarding the Drywall Tariff and the Rate Model Review from WCB.
  - 7.1 Finance and Audit: Discussion required regarding the allocation of surplus
  - 7.4 HR and Compensation Committee: The reports have been updated.

*Brian Wallace / Jason Duke*

*THAT the agenda be adopted as presented.*

***Carried***

## **2.1 ADOPTION OF MINUTES:**

*Ron Smith / Rob Istace*

*THAT the minutes of the July 22, 2016 Board Meeting be accepted as presented.*

***Carried***

## **2.2 CONFIRMATION OF ELECTRONIC DECISION:**

*Jason Duke / Laird Ritchie*

*THAT the electronic decision to contract Net Results for IT services be confirmed.*

***Carried***

## **3. REPORTS FROM INTEGRATED PARTNERS**

### **3.1 – Saskatoon Construction Association**

- Brian Wallace provided an update on the Saskatoon Construction Association.
- Renovations to the Saskatoon office are to begin shortly.
- Educational sessions continue into the Fall. SaskatoonCA now has a 30-page small magazine (construction catalogue) to be mailed out to members.
- Young Executives events will be held soon, SBDI lunch and learn will occur on October 8. The Annual Bonspiel will be held January 9-13, 2017.

### **3.2 – Regina Construction Association**

- Miles Dyck provided an update on the Regina Construction Association.
- RCA has agreed to partner with the Regina Chamber of Commerce and the Regina Home Builders Association on the Keep Regina Growing campaign.
- SCSA and RCA have discussed offering mental health first aid classes for members.
- The joint AGM with SCA will occur on November 21. The keynote address will be the new Regina city manager Chris Holden.
- Started contacting new members to engage them, including Derek Lothian in on the meetings where possible.

- Launched an online member forum to encourage discussion on issues in industry.
- RCA has met with Regina public schools to resolve tender issues. The process is ongoing. Alternate pricing is the issue.
- Meeting with the City of Regina regarding early release of holdback concerns.
- Participating in CCA summit, and will be discussing the Infinite Source Proposal.
- RCA's Governance Committee is reviewing a request by APEGS to have access to the plans room. APEGS would like to monitor documents coming through to make sure professionals and engineers are the only ones submitting information.
- RCA is in discussions with the SCA and CCA with regards to the drywall tariff.

### 3.3 – Saskatchewan Heavy Construction Association

- Ron Smith provided an update on the SHCA.
- SHCA is in discussions with the provincial government on the lack of tenders for civil highways. There is a noticeable lack of Saskatchewan contractors on the Regina bypass project.
- The federal infrastructure grant is supposed to provide a boost to infrastructure, but SHCA is not seeing an increase in highway infrastructure, but rather more transit and waste water facilities.
- The City of Regina is having a spec review and change, which will impact costs of infrastructure, which will likely end up in the private sector. SHCA will be meeting with the City to express concerns around this.
- The SHCA Annual Convention will be on November 27 in Regina.

### 3.4 – Prince Albert Construction Association

- Shaun Cripps provided an update on the PACA.
- The PACA Golf Tournament was the second most successful ever with respect to funds raised.
- The PACA AGM and Christmas social will be on December 8.
- 3 members chose not to renew their memberships as they did not perceive a sufficient return on investment for their membership dollars.

### 3.5 – Moose Jaw Construction Association

- Justin Hoyes provided an update on the MJCA.
- The Annual Beer and Boar event planning is underway.
- The MJCA Awards Night planning is underway. This event wasn't held last year, but will be returning in 2017.
- Think Construction 2017 – Erwin Klempler played a heavy role in this. Discussion was had around Construction Week coinciding with this event in the future.

*Shaun Cripps / Brian Wallace*

*THAT the reports from integrated partners be accepted as presented.*

**Carried**

### 4. MEMBER ENGAGEMENT REPORT

- Derek Lothian presented his report and reviewed the status of membership in the association.
- Construction Savings Program: There were twelve proposals in response to the RFP, with seven more expected soon. Next steps will be clarifying proposals, adding value, and by mid-November the Board will be able to review the results. These will provide revenue for the SCA, and will launch in January 2017.
- Board Engagement in Member Retention and Recruitment: 14 members are celebrating their first-year membership anniversaries with the SCA. Board members have been assigned a member to thank them, ask them about their challenges, and how the SCA could further provide value for them. There was discussion around the possibility of exit interviews, which Derek Lothian would track. Account management with SCA staff is to begin in November or December.
- It was noted that the chart on page 2 includes commercially sensitive information, and the Board and staff are asked not to share the information from these bids.

*Cory Richter / Sam Shaw*

*THAT the Member Engagement Report be accepted as presented.*

***Carried***

## **5. STRATEGIC PLAN REPORT CARD**

- Mark Cooper presented the 2015-16 Operating Plan as distributed. Dark green indicates completion, yellow indicates in progress but not yet complete, and red indicates no substantial progress. Only one item, the internal controls manual, has seen no substantial progress during the 2015-16 year.

*Laird Ritchie / Justin Hoyes*

*THAT the Strategic Plan Report Card be accepted as presented.*

***Carried***

## **6. ADMINISTRATION REPORTS**

### **6.1. General Update**

- Mark Cooper provided the board with a general update on the SCA.
- Discussion was had around the loss of funding for the Industry Workforce Development department. Government may assist in looking for alternative funding, particularly with the Aboriginal file, but this will not happen quickly.
- WCB Rate Model Review: Public discussion on how WCB sets its rates will be held in November and December. SCA has met with WCB, will be present for these sessions, and it will be brought up at the Advisory Council next week. The Board is also encouraged to attend.
- John Lax provided an update on the Drywall Tariff: On September 6<sup>th</sup>, Canadian Border Services announced provisional anti-dumping tariffs. This means drywall prices will increase and there will be a supply shortage in Western Canada, creating a monopoly. The SCA is maintaining constant engagement with CCA on this file nationally, and will keep the local associations updated as new information is available.

- Discussion was had around whether the SCA should use resources to press the issue. It was decided that the SCA can reach out to affected members a second time with key questions, and then no further action will be required if there is no response. Board members are encouraged to pass along any information from members that they may become aware of.

## 6.2. Presentation on Operations

- Amanda Thick provided a presentation on Operations.
- There is a surplus of \$81,000 this year.
- A deficit of \$34,698 is projected for 2016-2017 due to the SHCA de-integration. SCA must find ways to cover that deficit, or change something operationally.
- If SCA can reduce expenditures for members via affinity programs, their fee will have more value attached to it.
- It is suggested that the SCA reallocate capital reserves to new CRM software, and that Gold Seal reserves could be reallocated to Construction Week.
- SCA will undergo the virtualization of its server to improve staff access and minimize risk.
- Discussion was had around the reallocation of the capital reserve. It was agreed to keep the current reserve for future building space or capital investment.

## 6.3. Presentation on Industry Workforce Development

- Erwin Klempner provided a presentation on Industry Workforce Development.
- Discussed career fair attendance, promotion of skills trades, career spotlights (Womens Career Spotlight on October 28), Think Construction and the growth of Try-a-Trade (from one event to six). This has led to partnerships between Local CAs and school boards. Will continue to work on these profiles.
- Discussed staffing changes, allowing SCA to make connections in new locations and in the Aboriginal realm. Eight skills link programs have or will be run across the province through to August 2017, and the SCA has applied for 14 more through to November 2019.

- The HR Managers group continues to be popular and valuable. They are working on an Aboriginal Engagement Manual. SCA's position on training centre boards remains strong. Will continue to work in these areas.
- Teaching modules have been implemented in various school divisions. Will continue to do work on this.
- SCA and the Trade Up founders will be meeting on October 27 to discuss funding and rebranding.
- Challenges include funding, delays in starting programs on time, and it is pertinent that our partners continue to support our programs.

**At this time, the Board discussed next steps in camera.**

#### 6.4. Presentation on Member Engagement

- Derek Lothian provided a presentation on Member Engagement.
- Member engagement has been 'repositioned' to focus on being the industry connector, linking members on issues of common interest, increasing value, and growing the SCA's influence.
- Progress on these fronts can be seen in the RFP responses, the partners we've made with TransformSK, launching sub-sector groups, and Construction Week.
- Discussion had around the 7 step Action Plan:
  - Advantage Construction Saving Program: providing value for members.
  - TransformSK: has brought provincial associations together for a common cause. The Board is encouraged to participate.
  - Sub-sector Working Groups: bringing together the members who need a voice. Flooring, Audio-Visual, Security, Wall & Ceiling and Glass supply have all expressed interest and are all actively being explored.
  - Account Management: provides a dedicated staff / board member responsible for a member, to increase engagement and value. CRM software would significantly help SCA to manage this, although this will be costly.
  - Saskatchewan Construction Week: in process.

- Peer Exchange Groups: a forum for individuals with shared positioning within a firm i.e. financial or HR, to allow them to share best practices and insights. This will be member directed and fee-based. Will pilot this first for construction entrepreneurs – a group targeted at companies that have been in business for five or fewer year. Leaders from Epic Alliance and 3twenty Modular have agreed to be guest speakers.
- It is noted that revenue generation is one component of Derek’s work, and the other is member engagement and the SCA profile as connectors.
- It is noted that there are other associations that need to be consulted on what the sub-sectors are discussing. New associations will not be created without consulting existing groups. For example, creation of a group for A/V Integrators would involve consultation with the Electrical Contractors Association.
- Discussion was had around TransformSK revenue. The goal is to generate enough revenue to leave a small surplus at the end of the project expenditures.

#### 6.5. Presentation on Advocacy

- John Lax provided a presentation on Advocacy.
- Challenges: resources, relationships and priorities.
- Priority Saskatchewan: SCA maintains a strong relationship, has made changes to procurement manuals, and kept industry representation at the forefront. This process will take years, but SCA will continue to monitor and review.
- Saskatchewan Construction Panel: panel has remained active at minimal cost, leveraged relationships, and engaged a lead official to ensure commitment from the government. Will continue to work with ministry officials and Priority Saskatchewan on this file.
- Prompt Payment: remained active at no direct cost to SCA. The education day and strategy day have outlined what each contract should include and are now considering the legalities. The provincial government is receptive, and Ron Dedman is the assigned government official. The next session will be held on November 8. It was noted that 71 days is the national average for payment of certified work, per NCCC and the Prompt Payment Taskforce.
  - Concern was raised that there are existing measures in CCDC contracts already regarding prompt payment.

- WCB: Another year of surplus refunding success. Ongoing relationship is maintained with WCB Board. SCA has made its stance on WCB's governance structure clear. SCA will continue to lobby for members on this front.
- Research: SCA provides an overview of key economic performance indicators, and third parties have asked SCA to speak on them. SCA has the ability but not the budget to do more work on this file.
- TransformSK: Through TransformSK, SCA can help shape policy discussions at the provincial government level, and enhance the public and political profile of the association.

#### 6.6. SHCA Integrated Membership

- **This was moved to 2:00 p.m. to accommodate SATCC starting at 1:00 pm.**
- Derek Lothian presented on the decision of the SHCA Board to de-integrate from the SCA and the financial implications.

*Jason Duke / Sam Shaw*

*THAT the SCA directly invoice heavy constructors and communicate to them the reason, benefits, and features of belonging to a local construction association and the SCA, prior to the SHCA Annual General Meeting in early November.*

**Carried**

*Shaun Cripps / Cory Richter*

*THAT the Administration Reports be accepted as presented.*

**Carried**

## **7. REPORTS FROM BOARD COMMITTEES**

### **7.1. Finance and Audit Committee**

- **This was moved to 12:30 to accommodate SATCC speakers.**
- Jason Duke presented the September 2016 financial statements of the SCA.
- SCA has incurred a surplus of more than \$70,000, and has made headway on audit and policy procedures.

*Jason Duke / Carole Morsky*

*THAT the SCA Board accept the September 2016 financial statements as presented.*

**Carried**

- Jason Duke presented the 2016-2017 SCA budget. Discussion on this topic focused on the deficit and how to close it.

*Jason Duke / Carole Morsky*

*THAT the SCA Board accept the 2016-2017 SCA budget as presented.*

**Carried**

- Jason Duke presented the Constructive Services letter from the auditors at MWC, requiring a formal response from the SCA to address the outlined items in the letter.

*Jason Duke / Sam Shaw*

*THAT the Board authorize Jason Duke to execute a response to the 2015 Constructive Services Response Letter as presented.*

**Carried**

- Jason Duke presented the Fraud and Error Assessment Questionnaire provided by the MWC auditors.

*Jason Duke / Miles Dyck*

*THAT the SCA Board approve the Fraud and Error Questionnaire as presented.*

**Carried**

- Discussion was had around changes to the Gold Seal reserve fund. The Finance and Audit Committee recommended that the fund be renamed the Industry Projects Fund.

*Jason Duke / Jan McLellan Folk*

*THAT Board approve the renaming of the Gold Seal reserve fund to the Industry Projects reserve fund, and that the SCA financial policy be updated accordingly.*

**Carried**

- Discussion was had with regards to continuing to add funds to the capital reserve. It is suggested to split the surplus 50/50% with the Strategic Opportunities reserve and the Operational reserve, rather than allocated 25% to the capital reserve.
- Concern was raised over losing the reserve for needs such as a building in the future. Concern was raised that policies are changed too often.

*Sam Shaw / Cory Richter*

*THAT for the 2015-2016 year, the financial surplus be allocated 50% to the Strategic Opportunities Reserve Fund and 50% to the Operating Reserve Fund.*

**Carried – Jason Duke opposed**

7.2 Governance Committee

- John Lax presented the report from the Governance Committee.

*Jan McLellan Folk / Jason Duke*

*THAT the SCA Board recommend Sam Shaw for the SCA's CCA board position and recommend Carole Morsky for the CCA Board Position shared jointly with the SHCA.*

**Carried**

*Carole Morsky / Shaun Cripps*

*THAT the SCA Board approve the changes to SCA Board Committee Terms of Reference to be altered to add "Further," at the start of point 5.0b to resolve potential conflict between 5.0b and 5.0a or 4.0.*

**Carried**

- The Board tabled proposed changes to the SCA by-laws until after Bill Preston (non-board member of the Governance Committee reports back on legal clarification of including Integrated Partners in the groups to whom dispersals could go in the event of SCA dissolution.

### Election Update

- Amanda Thick provided an update on the four candidates for the Director-at-Large position.

### 7.3 Advisory Council

- John Lax presented the Advisory Council report. There was no discussion or questions.
- The next Advisory Council meeting is October 21.

**At this time (1:13 p.m.) Jeff Ritter (CEO, SATCC) and Loreena Spilsted (COO, SATCC) and Drew Tiefenbach (Alliance Energy) joined the meeting.**

### 7.4 HR and Compensation Committee

- Jason Duke presented the committee report.
- Justin Hoyes and Cory Richter will conduct the performance review for the HR and Compensation Committee.

*Jason Duke / Carole Morsky*

*THAT the HR and Compensation Committee Review be accepted as presented.*

**Carried**

*Jason Duke / Carole Morsky*

*THAT the priorities for the HR and Compensation Committee be accepted as presented.*

**Carried**

*Jason Duke / Ron Smith*

*THAT the SCA Board accept the process, the stakeholders, the questions, and list of recipients for the President's performance review, as presented.*

**Carried**

*Shaun Cripps / Brian Wallace*

*THAT All reports from section 7 be accepted as presented.*

**Carried**

## **8. Reports from Board Appointments**

### **8.1 SATCC**

- Meeting with existing SATCC representatives and guests.
  - Jeff Ritter thanked the SCA for its contribution to the Apprenticeship Scholarships, and for the ongoing partnership with SATCC.
  - Loreena Spilsted discussed the process of how a trade becomes a compulsory designated trade. It is noted that there is often interest, but that it stops at the application level due to the complexity of the process.
  - Jeff Ritter explained that anyone with a minimum of six years of experience in a trade can apply for certification. If approved, they can challenge the exam, in effect bypassing the apprenticeship time.
  - Jeff Ritter discussed harmonization, or having a consistent approach to apprenticeship certification across the country. The hope is to smooth out the certification process by using the same trade name, having the same number of total hours for the trade (work and in school), having the same number of levels, and teaching the same topics at said levels.
  - Jeff Ritter will provide a roadmap for harmonization of the trades to the SCA so that it can be distributed to the Board.

#### **At this time, Jeff Ritter and Loreena Spilsted left the meeting.**

- Drew Tiefenbach discussed the necessary characteristics of the representatives nominated for a 3-year term on the SATCC Board. It was noted that Drew Tiefenbach is a candidate for chair.
- Appointment of new SATCC representatives: John Lax gave an update on the four nominees. It was noted that Ian Knibbs has since withdrawn his name, and it was a challenge to find candidates.

*Jan McLellan Folk / Rob Istace*

*THAT the Board nominate Drew Tiefenbach, Blaine Braun, and Mike Berkes to serve on the SATCC Board.*

**Carried**

**At this time, the Board returned to section 6.6.**

### 8.3 CANet

- Corey Hunchak presented on CANet's attempts to move forward. There was lots of discussion with respect to the interactions between COOs, the role of the SCA, the future of the plans room service, and how to preserve this vital membership service.

### 8.4 SCSA

- Mark Cooper presented the report from the SCA - SCSA Ad Hoc Committee.
- Governance improvement and member engagement were the two themes of discussion.
- Corey gave an overview of the ad hoc committee meetings, and the concerns around the governance challenges facing SCSA.
- It was noted that the SCA does not have an executive committee and should use the ad hoc committee to meet with SCSA on our behalf.
- It was noted that the reason the SCA is involved is because SCSA is an industry partner and is receptive to constructive suggestions, as well as hearing concerns from members.

*Cory Richter / Shaun Cripps*

*THAT the SCA Chair, the current SCA Past Chair, and the SCA – SCSA Ad Hoc Committee meet with SCSA to discuss the report.*

**Carried.**

## **9. BOARD COMMUNIQUE HIGHLIGHTS**

### **9.1. Review of Action Items**

- Mark Cooper reviewed the following action items:
  - SCA staff to send information out to partners about the WCB Rate Model Review.
  - SCA will keep members informed about drywall tariffs and encourage members to reach out to the SCA with concerns and information.
  - SCA to prepare the operating plan for the next board meeting.
  - SCA to notify SATCC of the appointments made to SATCC Board.
  - SCA to notify CCA and SHCA about appointments made to CCA Board.
  - SCA to send invoices to SHCA members along with communications piece.
  - Performance review of President to go ahead.
  - SCA will meet with SCSA with respect to the SCA – SCSA Ad Hoc Committee report.
  - The Advisory Council to discuss having the Chair & Vice Chair positioned elected for two year terms instead of one-year terms.
  - SCA to send the SATCC harmonization road map out to the Board.

### **9.2. Board Meeting Outcomes to Communicate to Partners**

- SCA to remain active on the drywall tariff issue, and keep the local associations informed and engaged.
- SCA to encourage members, local associations, and Advisory Council members to participate in the WCB Rate Model Review.
- SCA to communicate the Industry Workforce Development changes to local associations.
- SCA to share information on the financial performance in 2015-2016 and the expected deficit for 2016-2017
- SCA to notify local associations of the recommendations for appointments made for the CCA Board.



- SCA to notify local associations of the recommendations made to appointments for the SATCC Board.

## **10. IN CAMERA SESSION**

*Jason Duke / Carole Morsky*

*THAT the SCA authorize Jason Duke to execute an amendment to the President's employment contract to adjust the planned salary increase for 2016-2017 to 2%. That this amendment be completed within seven days.*

**Carried**

## **NEXT MEETING DATE**

- November 10<sup>th</sup> by teleconference

## **ADJOURNMENT**

*The meeting was adjourned by Corey Hunchak at 3:20 p.m. on a motion from Sam Shaw.*

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**SCA Board Chairperson**  
MINUTES APPROVED ON:

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**SCA President**