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PRESIDENT'S MESSAGE



**Mark Cooper, President & CEO,
Saskatchewan Construction Association**

Procurement is the first step in the business of construction – bringing owners and contractors together. Given how crucial successful procurement is to every party in a contract, we strive to assess the state of procurement in *We Build* on a regular basis.

Procurement today is facing unique challenges from international trade disruption, the introduction of third-party safety verification, and increasing demand for expertise and technological adaptation.

At the same time, there are positive changes and opportunities through the BuildWorks Canada changes to the electronic plan rooms, impending prompt payment legislation, and ways to better manage your business operations.

In this issue of *We Build*, we explore each of these topics along with presenting our traditional set of expert articles on industry and business concerns.

Trade disputes are a top issue in procurement today and are beyond the control of anyone in our industry or our partners in government at the provincial or federal levels. These disputes present a serious challenge to pricing stability, supply chains, human capital capacity, and just about everything else. No government or business can ignore the potential impact. Therefore, we have explored the issue from the perspective of the CCA (page 26), the federal government (page 34), asked the federal opposition to weigh-in (page 36), and we get a 30,000-

foot academic view that provides some historical context (page 50).

Safety is becoming a more critical component of the procurement process and the debate about how best to qualify or pre-qualify safety performance is growing. To this end, we discuss changes to COR™ (page 47) and have a conversation with Clive Thurston of the Ontario General Contractors Association about their perspective on third-party safety verification platforms (page 35).

We look at federal infrastructure spending intentions (page 30) and consider how strategic business intelligence can help your business or operation (page 42).

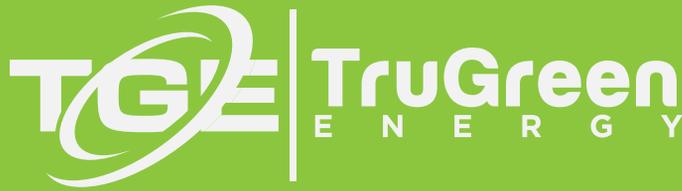
We take a deep dive on prompt payment legislation and what it will mean for construction businesses with Misty Alexandre of Robertson Stromberg (page 22).

Finally, we look at applied research (page 40) and the changes it will make to industry in the years to come – and how business can engage those opportunities today.

As always, we publish *We Build* to inform and enlighten stakeholders about the industry, the economy and state of our province. Our hope is that our members and partners are better informed and able to plan their businesses and work because of what we provide in these pages. I look forward to your feedback. 📧

In our Summer 2018 issue we inadvertently credited the Pre-Access Testing for Cannabis article on page 36 to Randy Jeworski of Miller Thomson. The article was actually provided by Amy Groothuis, Associate at Miller Thomson.

We regret and apologize for the error.



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MEMBER ENGAGEMENT

NOT ALL PRODUCTIVITY IS CREATED EQUAL



By John Lax, Director, Advocacy and Communications,
Saskatchewan Construction Association

As we drift into another fall, I find myself looking back on a busy summer both at work and home. There is a long list of things I got done but I must acknowledge that many things on my “to do” list were left incomplete and others nearly untouched.

This has left me to reflect on *productivity*. The term itself is clinical and, in many ways, fails to capture the essential human element of completing meaningful work. For all our modern focus on results, metrics and technology, the fact is: western productivity has not significantly increased since the early 2000s.

So why is it that everyone I speak to feels busy? ...all the time? ...even when things are slow?

I am beginning to suspect that our contemporary *eneration of busy-ness* is, in fact, bad for business. In our quest to do *more, more, more*, we have only become more exhausted and distracted.

Mindfulness – being present in the moment as we do things – helps, but my broader concern is that smuggling things into our work lives that *look* like work but aren't actually productive has sapped our ability to be intention-driven and strategic about long-term goals in our daily routines.

Nothing feels busier than jumping between email accounts, devices, software platforms, and programs. In this regard, the technology we rely

on to drive our productivity often just amounts to more time distracted.

In bouncing from priority to priority set by others or by technology, what we are really doing is reacting to agendas we didn't set and may not have agreed to. This unmoors our actions from our goals and intentions. How many times have you had your day consumed by work that wasn't planned or even a genuine priority?

My concern deepens when I consider that somewhere north of 40 per cent of what we do – every minute of every day – we do by habit. Can any of us afford to be distracted or unfocused in today's business world? I don't think so. We need our habits to work for us.

To be successful, we should consider long-term strategic goals, break them down into concrete steps, and set our intentions on achieving those goals. We should stop reacting to things and instead ask: What did I set out to do? Did it get done? Why or why not? What did get done?

No one is capable of putting forth 100 per cent effort 100 per cent of the time. But we should do our best to ensure the effort we put forth is moving us in the direction we want to go – with our profitability, projects, and operations. The next RE: or FWD: or Twitter comment may not be the best way to do that. 📱

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ADVOCACY UPDATE

THE STORM CLOUDS MAY PASS



*By John Lax, Director, Advocacy and Communications,
Saskatchewan Construction Association*

In advocating on behalf of the construction industry with various stakeholders, there are key issues which always sit front and centre. Chief among these is the economy. Construction does not drive the economy; it facilitates it. Construction is step one in starting any business – whether building new or renovating existing space. Construction is the first step to developing infrastructure that sustains quality of life – from schools and playgrounds to roads and bridges and back to hospitals and airports. The same things are true in residential construction.

Our primary wish at the SCA is a strong provincial economy marked by optimism and investment – driving growth and keeping our industry moving. However, “the economy” is a massive and highly complex system that has millions of inputs and outputs that even the brightest economists are generally uncertain of. There is no magic button or formula any government can use in even the best of times to make the economy “good.” And we are not in the best of times. The market is, at best, marginally improved from last year.

That said, we are monitoring and working on all key issues that have clear potential to improve or hinder our provincial economy. I will do my best to briefly illuminate several of these in the following pages.

Our Work

The SCA represents the interests of its members and the construction sector through partnerships, relationships and collaboration. Our business is connecting people and securing a positive business environment in Saskatchewan. In pursuit of this goal, we work with members, industry associations, investors, governments and government agencies to foster open dialogue and a broad understanding of the complex construction industry by all stakeholders.

To meet these objectives, the SCA is active in direct advocacy, civic engagement, data management, industry committees, and partnerships with various stakeholders within and adjacent to the industry. Our areas of focus are determined by the business and political environment at any given time. Our policy direction is set by our board of directors and tested through the Advisory Council – Saskatchewan’s only pan-industry committee with representation from every corner of the non-residential construction sector.

Prompt Payment

The Government of Saskatchewan has committed to introducing Prompt Payment legislation in the fall 2018 legislative session. Prompt Payment does nothing more than ensure there are adequate legal requirements,

definitions, and mechanisms for contractors to get paid for work they have completed to the satisfaction of the owner.

The goal of the SCA and Prompt Payment Saskatchewan (PPS) is now to ensure that the bill is passed in a properly constructed form that will deliver fair payment terms for completed work to all Saskatchewan contractors. The bare minimum standards are all contained within the Ontario Construction Act passed last year.

The bill has a baked-in compromise in that it enables the billing cycle to be set in the prime contract. However, once the proper invoice has been submitted the prompt payment clock commences and cannot be unilaterally circumvented.

For contractors this means invoicing terms may prevent proper invoicing prior to 60, 90, 120 days – or a year or bank draws or anything else set in the contract. But contractors must be clearly informed of those terms and can accept or decline work with full knowledge of what to expect.

At the same time, once the proper invoice is duly submitted in accordance with the contract – payment must be forthcoming under the terms of legislation.

The result will be a better environment for Saskatchewan contractors – an

environment where basic business fairness is expected and balanced by rights that contractors cannot exercise today.

If you're interested in supporting Prompt Payment legislation, keep your eyes open for information on how to do so from the SCA, PPS and your trade association.

The next step in the process after passage of a bill will be creation of a regulatory framework, including "the Authority" role that will be required once prompt payment is passed. The SCA and PPS are looking at those issues now.

Trade

International trade agreements continue to be a top priority for the economy. While there are strong reasons to suspect the status quo will largely remain intact, the unpredictability of the current U.S. presidential administration presents an ongoing danger.

President Donald Trump continues to seek better trade arrangements for the United States on several fronts, including NAFTA, the European Union, and China.

A U.S.-EU trade deal was announced on July 25, 2018 and hailed as a victory for the U.S., which had been threatening sanctions on European automakers unless a deal was met. However, the deal seems to have done little more than avert a trade war, and no specific details have been forthcoming in the weeks since. The only material differences accompanying the change have been a drop off in American rhetoric about EU trade abuses and a joint statement about concern over Chinese mercantilism.

On August 27, 2018, the U.S. announced it had reached a trade deal with Mexico outside of NAFTA negotiations. At the time of this writing, President Trump has announced that the Mexico-U.S.

deal has replaced NAFTA. Again, however, there are no details available as to what has been agreed or under what conditions. Canadian negotiators have taken a harder tone in the NAFTA negotiations in recent weeks.

There is an outside but real possibility that a new NAFTA or Canada-U.S. trade deal may not be met. If this is the case, there is uncertainty as to whether trade

would revert to the Canada-U.S. Free Trade Agreement (CUSFTA) of 1989 or no trade deal at all. The latter is far less likely.

Most trade agreement announcements from the U.S. today appear aimed at impacting internal politics rather than actual government policy or process.

In addition, the U.S. and China continue to threaten and incrementally impose

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ever harsher tariffs on each other. The total threatened trade balance to date exceeds \$300 billion USD.

Ongoing steel and aluminum tariffs are already hampering the global competitiveness of the US auto sector. Equipment manufacturers may start to see similar problems for the same reasons. Meanwhile, Canada's retaliatory tariffs are having costs of their own - particularly in steel and aluminum-reliant sectors like electrical contracting.

Marijuana Legalization

As of October 17, 2018, recreational marijuana will become legal in Canada. Regulation of sales, possession, usage, etc. will be determined at the provincial level, just as with alcohol.

In meeting with members across the province through the spring and summer, several key concerns for business have come to light.

Members are deeply concerned about the lack of effective testing ability for

marijuana impairment - especially as marijuana stays in the system longer than other narcotics. This concern is compounded because even law enforcement seems uncertain how best to effectively gauge impairment - and businesses do not have the latitude or authority granted to law enforcement in such matters.

Members also voiced a concern about what "legal" means in terms of behaviour. In this regard, it is crucial business owners, managers, and supervisors understand that legal marijuana is an intoxicant and will be treated like alcohol rather than like cigarettes, vaping, or other tobacco products.

This means marijuana and its distinctive odour will not permeate every workplace and street corner. If they do, this behavior is not legal and does not need to be treated as such by citizens, employers or police.

Furthermore, just as legal alcohol does not allow someone to show up to work drunk, legal marijuana - even medically prescribed - does not entitle anyone to show up to work impaired. If you are not fit to do your job, your employer is not obligated to put you or others at risk, or to pay you for being unable to work.

At some point in the coming years, some Canadian employer will pull a worker off the site for impairment only to learn they weren't impaired. If an amicable solution - probably an apology and payment for missed hours - can't be reached, an owner will wind up before a judge having to defend their prioritization of safety over individual rights.

The outcome of that case will have broad consequences for labour standards.

Carbon Pricing

On July 5, 2018, the provincial government hosted a full day



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session on Prairie Resilience: A Made-in-Saskatchewan Climate Change Strategy and the Resilience Measurement Framework.

The provincial government has made resistance to federal carbon pricing a signature pillar of their agenda. It was a bet that may pay dividends as Ontario is now opposed to carbon pricing, and the best science available indicates that Green House Gas (GHG) emissions may be a problem without a solution that's acceptable to existing economic interests.

Simply put, even moderate targets prove devastating to industry. And while change gives rise to new industries and opportunities, those new interests aren't at the table because they don't exist yet.

This is precisely why governments across the globe are struggling with GHG emissions and climate change at the policy level. Even when progress is being made at a stunning pace - like China's exceeding of targets - the cost to certain core activities is proving politically unbearable. For example, Australia's leading party voted out their own prime minister in August over what was considered by experts to be a relatively modest climate proposal.

Pipelines

After failed summits, ongoing disputes, and growing uncertainty, the federal government bought out the Kinder Morgan Trans Mountain pipeline on May 28, 2018.

On August 30, 2018 the Federal Court of Appeal ruled that the federal government failed to adequately consult Indigenous Canadians about the project, and that the National Energy Board review was flawed because it didn't account for the massive increase in tanker traffic off B.C.'s coast. The ruling halted work on the pipeline project yet again.

Prime Minister Justin Trudeau continues to promise the pipeline will get built. Meanwhile, Alberta and B.C. premiers Rachel Notley and John Horgan continue to bicker over details, rights, cost, and risk.

The federal government is currently considering appealing the ruling. Other pathways to completion are uncertain: restarting the process would mean years of delays, and steamrolling ahead on constitutional or national interest ground carries grave political risks.

The federal government has aligned against a significant portion of its own base in this cause and has little to gain politically but much to lose. Nonetheless, they seem to have calculated that the economic security of western Canada supersedes politics.

Procurement

The SCA continues to maintain close relationships with SaskBuilds, Priority Saskatchewan, Crowns, ministries and government-industry collaborations like



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Improper tenders can be addressed and corrected, but only before they have closed.

the Saskatchewan Construction Panel (SCP) to provide advice and perspective on procurement issues to the public sector.

The future direction of Priority Saskatchewan and provincial procurement has still not been announced.

Provincial public procurement issues reported through the summer of 2018 were at their lowest level in the two years since the SCA began routing issues. The drop is both substantial and part of a positive trend pattern.

The SCA works to flow tender related issues and concerns to Priority Saskatchewan effectively.

If you or someone you know is concerned that a public tender does not meet the standards of Priority Saskatchewan's Procurement Manual or is unreasonable in some way, please contact the SCA right away.

Improper tenders can be addressed and corrected, but only before they have closed. Once a tender has closed and any corrective action will only apply to future tenders.

The Priority Saskatchewan procurement manual is available online at: <http://www.saskbuilds.ca/PrioritySK/index1.html>.

Conclusion

These are some of the key portfolios the SCA is addressing today. There are others, and new priorities will come into view between now and our next issue. In the meantime, anyone with questions is encouraged to contact John Lax at the SCA at 306-531-2418 or johnl@scaonline.ca.

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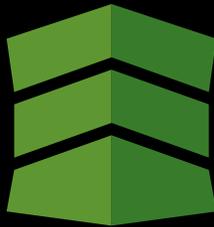
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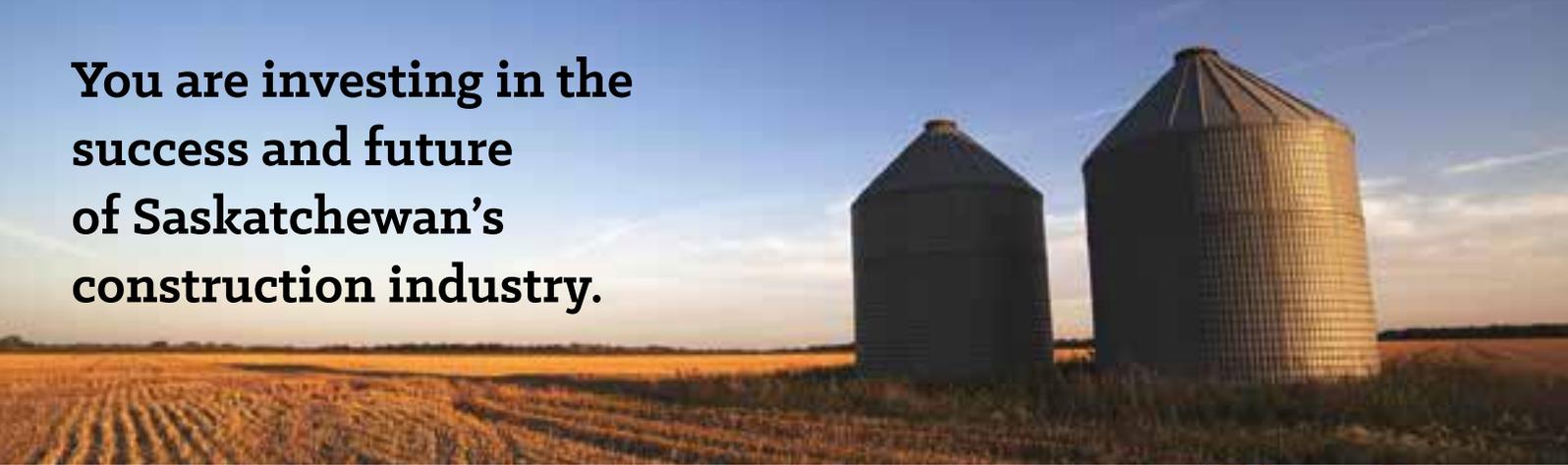


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CANADIAN CONSTRUCTION ASSOCIATION'S CURRENT PRIORITIES



By Mary Van Buren, President, Canadian Construction Association



CCA pushing for steel and aluminum tariff mitigation

The United States' decision to impose tariffs on Canada for the import of steel and aluminum will hurt the construction industry, its workers and fundamentally all Canadians by raising prices for consumers and damaging competitiveness for business.

The CCA has long advocated for reciprocity and the establishment and maintenance of a free-flowing international system of trade, both in terms of goods as well as services. The CCA supports international free trade agreements, including provisions respecting government procurement. A trade war will have a negative effect on

citizens on both sides of the border, but the CCA is pleased that the Canadian government has taken prompt and decisive action to defend our industry and its workers.

On August 13, the Government of Canada, in response to concerns from Canadian steel producers, initiated a 15-day consultation period to get the industry's reaction to potential new tariffs, quotas or combination of both on the import of steel into Canada. This new development further creates uncertainty and risk for the industry across the country. Constituting new tariffs and/or quotas would fundamentally alter supply chains. CCA will prepare a submission to the government.

Complete the survey and use #CDNConstructionGives to highlight community benefits

As part of the *Investing in Canada* plan, recipients of federal funding for new major public infrastructure projects will now be asked to pursue targeted efforts to contribute to the employment, economic and social benefits of the community.

CCA's primary concern with bill C-344 (An act to amend the Department of Public Works and Government Services Act (Community Benefits)) and the framework is that these may lead to an unpredictable, unfair and opaque procurement process. If the government wants community benefits in its projects, then the industry requests that these be clearly laid out in the tender documents, with each contractor having an equal opportunity to price the work required. Furthermore, as the federal government is seen as a leader, the CCA is concerned that this currently ill-defined concept might lead all levels of government across Canada to extract "community benefits" outside the scope of the project. Finally, we are concerned about any legislation that may add further regulatory requirements to access federal infrastructure funding, reduce productivity and increase uncertainty.

CCA and its partner associations continue to put pressure on the

government. Any member company can participate by completing a short survey at surveyMonkey.com/r/CDNConstructionGives and by using #CDNConstructionGives when tweeting about causes that you support. Just how committed our members across the country are to their communities is a great source of pride for the CCA.

Community benefits and productivity at the center of CCA's pre-budget submission

August 3, 2018 was the deadline for House of Commons' Standing Committee on Finance's pre-budget consultations. The CCA's written submission included six recommendations. The first three relate to accelerating community benefits by removing barriers, while the last three aim to encourage productivity through innovation funding and tax reform. CCA's submission is posted on cca-acc.com.

Prompt payment legislation review published

The CCA successfully advocated for a consultative process leading to consensus legislation on federal payment legislation. On August 2, 2018, the government shared the results of that review. The Singleton Reynolds report is posted on cca-acc.com. The CCA's review of the report was still ongoing at the time of writing this article, but we will provide more in-depth commentary over the coming weeks.

Let's stay in contact

Email me at mvanburen@cca-acc.com if you have feedback on CCA's advocacy work. I am hoping to see you at our 2019 conference in balmy Bermuda! Visit the CCA website for more information and bit.ly/ccasubscribe to receive updates from CCA, CCDC, CDBI, Gold Seal or LCI-C. 📧

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WELCOME TO BUILDWORKS CANADA!



By Curtis Griffith, Director of Business Development, BuildWorks Canada

BuildWorks Canada is a partnership not only long overdue, but long in the making. Over the last two years, local construction associations across Canada have been collaborating and working together with our software partner to create a larger, stronger, and more valuable service for our industry. What you'll find in BuildWorks Canada is the result of incredibly

detailed and collaborative work between local construction association partners in Manitoba, Saskatchewan, and Alberta in its infancy...as we have big plans for the future.

Front of mind for everyone involved in this partnership has been elevating the service and creating greater access to opportunities for local construction

association members and users across Canada. For over 100 years, local construction associations have been in the business of connecting their members to opportunities and through BuildWorks Canada we will continue to serve industry in this way. By partnering as provinces, we are putting all the work and all the qualified providers in one place. This clarity, simplicity, and efficiency is contributing to a better industry where quality partners can connect, find work, and grow their businesses. Owners and buyers of construction now have the one-stop shop they've always desired when they need to connect with industry find the best value available for their projects.

If you're looking for work, BuildWorks Canada providers will report on close to 8,000 opportunities in 2018. If you're looking for contractors, suppliers, or any construction service providers, the BuildWorks Canada Directory can connect you directly to over 5,000 local association member firms, as well as over 5,000 additional non-member industry participants. BuildWorks Canada can connect you to the work, information, and contractors you need to grow your business and be successful on your next project.

We are excited to be launching this new service as collaborative partners across Manitoba, Saskatchewan, and Alberta look forward to helping your company achieve its goals. 🏠

By partnering as provinces, we are putting all the work and all the qualified providers in one place.



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WHAT CAN CONTRACTORS EXPECT FROM PROMPT PAYMENT LEGISLATION?

By Misty Alexandre, Robertson Stromberg LLP

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“Prompt payment” is the latest buzzword in the construction industry and Ontario recently led the way following several months of consultation with key stakeholders. The Government of Saskatchewan has similarly announced that it will be proceeding with prompt payment legislation, and our local construction industry is eagerly awaiting the tabling of the first draft.

But what real changes can contractors expect with the introduction of this new legislation? How will this impact their projects on a day to day basis? Prompt payment legislation is by no means a guarantee of immediate payment, but if Saskatchewan follows (or closely mirrors) the Ontario legislation, contractors will primarily benefit from more certainty on actual payment deadlines, a timely and efficient interim dispute resolution process, and the right to stop work. Below is a general summary of these features based on the Ontario legislation.

Defined Deadlines for Payment, or Disputing Payment

The prompt payment journey begins with the submission of a “proper invoice” from the Contractor to the Owner. But when does an invoice become a “proper invoice”? The legislation says a “proper invoice” must include basic information (name, description of work, amount payable etc.), as well as any other requirements imposed by the contract. However, the parties cannot make certification by the payment certifier or approval by the Owner a pre-condition to issue a proper invoice, which is a significant change from the current status quo.

Once a “proper invoice” is submitted, the Owner’s payment obligation is triggered. Consider this “Day 1” in the prompt payment scheme. The entire process is then built on the concept of two choices for every party: either make payment or serve a Notice of Non-Payment within specified deadlines. Additionally, any contractor (or subcontractor) who relies on a Notice received to justify non-payment to its

own subcontractors must take the additional step of starting the adjudication process within 21 days. To demonstrate this, consider these common scenarios:

Owner receives proper invoice

- Option 1 – Pay invoice within 28 days
- Option 2 – Serve a Notice of Non-Payment on Contractor within 14 days

Contractor unpaid by Owner on Day 28 or Contractor receives Notice of Non-Payment from Owner

- Option 1 – Pay Subcontractor within seven days
- Option 2 – Serve a Notice of Non-Payment on Subcontractor within seven days and start the adjudication process within 21 days thereafter

Contractor receives payment from Owner, but disputes Subcontractor’s entitlement to payment

- Option 1 – Pay Subcontractor within seven days
- Option 2 – Serve a Notice of Non-Payment on Subcontractor by Day 35

Subcontractor unpaid by Contractor on Day 35 or Subcontractor receives Notice of Non-Payment from Contractor

- Option 1 – Pay Sub-subcontractor by Day 42
- Option 2 – Serve a Notice of Non-Payment on Sub-subcontractor by Day 42 (or within seven days of receiving Contractor’s Notice) and start the adjudication process within 21 days thereafter (unless Contractor has already undertaken to do so)

And so, with great certainty, comes great paperwork! The intention of the legislation is to provide contractors and subcontractors with assurance that invoices will either be paid on time, or that the dispute will proceed toward a timely adjudication process. To be effective, there are tight turnaround times for issuing these notices, but this is a necessary headache to ensure the payment issue is

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FNPA Team:

Guy Lonechild - Chief Executive Officer

Rebecca Agecutay - Membership Manager

Jenna Gall - Community Energy Project Manager

Darren Huculak - Business Manager, Alberta

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not swept under the rug at the expense of those down the construction chain.

Swift Adjudication

The adjudication process is likely the most monumental change to the current norm. This process provides an interim resolution to non-payment issues but can also be used for other common issues such as valuation of services or materials, issues surrounding change orders, claimed set-offs, payment of holdbacks and any other matter on agreement of the parties.

Adjudicators will be specially trained in handling these types of disputes and must be on the approved registry of adjudicators in the province. There has been much discussion on whether Saskatchewan will simply adopt the Ontario criteria to qualify for this role or create new or revised ones, so this will be an area to watch.

The adjudicator will control the adjudication process using broad powers to gather and assess evidence (including verbal evidence, on-site inspections and retaining experts to assist the adjudicator in determining the facts).

The entire adjudication process, from appointment of adjudicator to the rendering of a decision, must be completed within a maximum of 60 days following a request for adjudication, with various interim deadlines throughout this process. For some, this timeframe may seem extensive, but it is lightning speed compared to our current legal process (whether through the courts or the standard arbitration process). The adjudicator's decision is not final, but it is binding and enforceable until the matter is finally decided by a court or through an arbitration. This means money must change hands in the interim (if awarded

by the adjudicator), which, once again, is a significant shift from the status quo. The parties can also choose to accept the adjudicator's decision as final and binding.

Some critics have expressed doubt that these timeframes can realistically be met. However, for an industry that is craving timely and efficient dispute resolution, this process is a welcome change and one that will require a shift in the current mindset for resolution of construction disputes.

The Power to Stop Work

Contrary to popular belief, contractors and subcontractors do not currently have the right to stop work on a project for non-payment unless their contracts specifically permit this.

Now, under Ontario's legislation, once a decision is rendered in an adjudication, the amount awarded must be paid within 10 days, failing which, the contractor or subcontractor has the right to stop work. The requirement to resume work is not triggered until after the payor pays the amount awarded plus interest and reasonable costs resulting from the suspension of work.

Be Prepared

Since we are still awaiting the release of Saskatchewan's own prompt payment legislation, be sure to stay engaged and vocal in the process while the fine print is sorted out. Every construction organization should have a prompt payment "point person" who is trained in the key steps and deadlines and is familiar with receiving and issuing the required notices. Remember that once the legislation is in force, it will only be effective if the industry is knowledgeable and prepared to use it as intended. 📄

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"We decided to take part in the SaskEnergy Commercial Programs basically for two reasons," said Raphael Cerezo, who works for a local land developer in Regina. "We have savings when we are purchasing the equipment, and then there are other operational savings that we are passing on to our tenants."

Cerezo's company offers a variety of real estate services, including property management, land development, land acquisition, and leasing. "Our main goal is to meet our clients' expectations," said Cerezo.

"The only thing we want to see is our tenants succeeding."

The SaskEnergy Commercial Boiler and HVAC Programs are available to a wide variety of commercial properties, including municipal buildings, community centres, offices, mechanical shops, restaurants, malls, and condominiums. Incentives are provided for qualifying furnaces, boilers, rooftop units, infrared radiant heaters, and variable speed ECM pumps.

The Commercial Boiler and HVAC Programs are available exclusively through participating SaskEnergy Network Members. Visit saskenergy.com to learn more.



Raphael Cerezo
Commercial Property Expert



MITIGATING TARIFF RISKS



Canadian
Construction
Association

By Rodrigue Gilbert, VP Public Affairs, Canadian Construction Association



The Canadian Construction Association (CCA) is working to minimize the impact of United States-imposed tariffs on steel and aluminum. The U.S. tariffs are unacceptable and hurt the Canadian construction industry, our workers and fundamentally all Canadians by raising prices for consumers and reducing competitiveness of businesses.

Tariff timeline

April 17, 2017: The White House published a Presidential Memorandum for the Secretary of Commerce requesting an investigation into the national security effect of steel and aluminum imports.

March 7, 2018: The U.S. subjected China to 25 per cent steel and 10 per cent aluminum tariffs.

April 1, 2018: China announced duties of \$3 billion on over 128 primarily agricultural American products.

May 31, 2018: The U.S. subjected Canada, Mexico, and the EU to the 25 per cent steel and 10 per cent aluminum tariffs. In retaliation, Canada announced duties of \$6.6 billion on steel, aluminum and selected imports from the U.S.; Mexico announced duties on American agricultural products and flat steel, and the EU announced plans to implement duties on \$7 billion worth of U.S. exports.

August 13, 2018: The Government of Canada, in response to concerns from Canadian steel producers, initiated a 15-day consultation period to get the industry’s reaction to potential new tariffs, quotas or combination of both. This new development further creates uncertainty and risk for the industry across the country. Constituting new tariffs and/or quotas would fundamentally alter supply chains. CCA prepared a submission to the government.

What is at stake for Canada

The U.S. accounts for 83 per cent (USD 5.5 billion per cent) of Canadian steel exports, while Canada represents 43 per cent (USD 6 billion) of US steel exports.

The U.S. receives 87 per cent (USD 8.5 billion) of Canadian aluminum exports.

A study by the Peterson Institute for International Economics found that the tariffs could lead to losses of up to \$3.2 billion annually (five times as much as China's losses of \$689 million) for our steel-aluminum industries.

WTO and Pandora's box

Under the World Trade Organization (WTO, GATT Article XXI) members are permitted to take any trade action to protect “essential security interests”. This exemption was intended for countries at war or the

importation of sensitive goods such as fissile materials. Under the most recent 232 action, the administration is claiming that the importation of aluminum and steel products have “weakened the internal economy,” therefore harm America’s “essential security interests.”

According to experts, the imposition of steel and aluminum tariffs is an abuse of both section 232 and article XXI, but it will be difficult for other

WTO members to challenge. The Department of Commerce will likely investigate other goods, using the same justification to raise tariffs and restrict imports without any challenge at the WTO.

The greater risk to the global trading system is the precedent this action sets for other countries. It is possible that other WTO members, including China, may make similar justifications to ban the imports of additional products.

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CCA's view

The CCA has long advocated for reciprocity and the establishment and maintenance of a free-flowing international system of trade, both in terms of goods as well as services. CCA supports international free trade agreements, including provisions respecting government procurement. A trade war will have a negative effect on citizens on both sides of the border, but CCA is pleased that the Canadian government has taken prompt and decisive action to defend our industry and its workers. At this point, the re-establishment of what has always been a great trading relationship with the U.S. is paramount.

The construction industry plays a crucial role in building Canada's future. We are asking the Government of Canada to support the industry so that it can maintain its competitiveness and meet Canada's infrastructure needs. Some of the suggested measures include

a research and development fund for the construction industry, accelerated depreciation of our equipment, and protecting the project proponent against price fluctuations due to steel and aluminum tariffs for all federal PSPC and infrastructure program contracts.

How to mitigate tariff risks

For signed contracts, review your contract to determine if there are provisions that provide for price adjustment due to changes in taxes and customs duties, e.g. Conditions 10.1 of CCDC 2 'Stipulated Price Contract' and CCA 1 'Stipulated Price Subcontract' ("duty provisions"). If your contract does not include such duty provisions, you may be liable for covering the increased cost. If a change, delay, or suspension in the work of an ongoing project causes delays in the purchase of materials that have escalated in price, then, in some circumstances, you may be entitled to recover the increased

cost. CCA urges all owners to be fair to contractors caught in this situation and give sympathetic consideration to requests for price adjustment where the contractor has been hit with cost increases that could not have been reasonably foreseen.

If the contract of a potential project does not have duty provisions, particularly if you are aware of proposed new or increased taxes and customs duties that are to be implemented, you should formally raise this to the owner and encourage the owner to include such duty provisions or address that in the bid documents.

Let's keep in contact

Email me at rgilbert@cca-acc.com if you need more information. Visit cca-acc.com for more information and bit.ly/ccasubscribe to receive updates from CCA, CCDC, CDBI, Gold Seal or LCI-C. 📧



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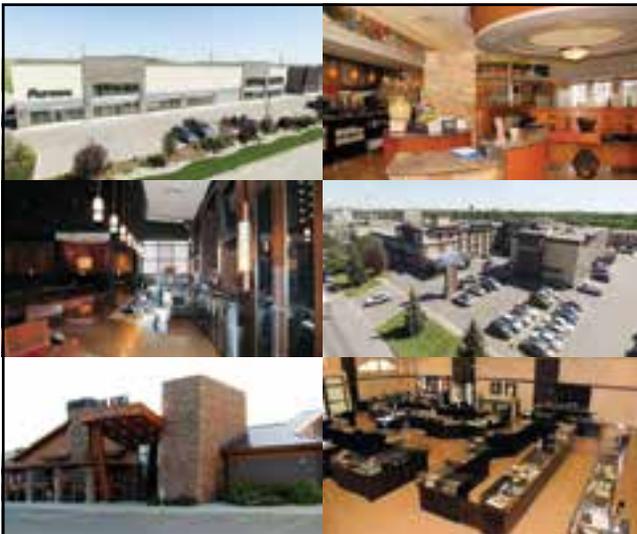
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PUBLIC INVESTMENT IN CANADA



By the Honourable Francois-Phillipe Champagne, Minister of Infrastructure and Communities

Our government took office with a promise to help build and rebuild Canadian communities for the 21st century. Since taking office, we have been doing just that, including right here in Saskatchewan. Across the province, communities are hard at work improving their public infrastructure: municipalities like Arcola, Bruno, and Colonsay are upgrading their wastewater systems, while Engfeld, Hanley, and Mossbank are making their drinking water cleaner and safer to drink. Communities like Moose Jaw and Regina are improving their public transit systems, while Dufferin is improving its roads. These are important projects that create middle-class jobs and enable Canadians to build better lives for themselves and their children.

With thousands of projects underway across the country, our plan is delivering results for our communities.

Altogether under the first phase of our government's Investing in Canada plan, Saskatchewan has benefited from more than \$117 million in federal investment from Infrastructure Canada. These investments are being made in partnership with the province and we are working closely with them to finalize a bilateral agreement for the long-term phase of our plan, which will see nearly \$900 million in federal infrastructure funding delivered through the public transit; green; community, culture, and recreation; and rural and Northern communities' streams. These streams will support investments in the long-term projects that will help transform Saskatchewan communities. Furthermore, Saskatchewan has benefited from \$666 million from the federal Gas Tax Fund since its introduction and will receive more than \$61.9 million from the fund this fiscal year.

With thousands of projects underway across the country, our plan is delivering results for our communities. Accessible, inclusive public transit is connecting Canadians to opportunities to learn new skills, get a new job, or start a new business. Better housing and cleaner drinking water is improving the health of Canadians and achieving better results for Indigenous peoples. Better roads, ports and airports are boosting trade, which is creating new jobs, markets and business opportunities. Modern colleges and universities are equipping Canadians with the skills for the jobs of the future.

Modern infrastructure binds communities together and creates ripple effects across the economy and society for generations. It is the foundation of strong communities and a strong Canada. That is why our government's plan is focused on what our partners want and need – the infrastructure that will build our country for the 21st century. 🏗️

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Moose Jaw's Competitive Advantage

Moose Jaw ranks high by site selectors due to access to highways, rail, power, gas, water, communications, and a trained workforce. Moose Jaw is growth-focused with aggressive tax policies to attract investment capital. Moose Jaw serves as the western anchor to the Moose Jaw-Regina Economic Corridor, one of the largest economic regions in the province.

THINK OF MOOSE JAW AS A PLACE YOU COULD CALL HOME... Moose Jaw offers job opportunities, attainable housing and a fantastic quality of life. Moose Jaw is one of the top entrepreneurial cities in Canada with a "CAN-DO" attitude that makes it a great place to live and do business. Venues like the new Mosaic® Place, YaraCentre and Moose Jaw Cultural Centre/Mae Wilson Performing Arts Theatre enhance the city's vibrant sports, arts and cultural community.

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MOOSE JAW BEST PLACE TO DO BUSINESS In 2016, Canadian Business and profitguide.com jointly published Canada's "Best Places to Do Business" ranking ninth from the top. Moose Jaw was also identified as one of the Top Ten Business Friendly Places.

Moose Jaw has the lowest per capita tax rate in all of the province. The city is the second lowest for residential taxation and the sixth lowest for commercial taxation amongst Saskatchewan cities.

INVESTMENT ATTRACTION The value of commercial and industrial building permits in 2017 rose by 1.0 per cent to \$15,849,327. The Moose Jaw-Regina Economic Corridor is helping drive that growth, and is home to world-class industries such as Mosaic Potash, Yara Belle Plaine Inc., Terra Grain Fuels and K+S Potash Legacy Project.

moosejaweconomicdevelopment.com

MOOSE JAW INDUSTRIAL PARK The City of Moose Jaw is attracting the attention of global companies interested in building Agriculture and other types of processing and distribution facilities within its new industrial park located in the southeast quadrant of the city. The City is looking for buyers who want serviced industrial land with access to water, sewer, waste water treatment, power, gas, road and rail infrastructure. The City has over 700 acres for sale.

GRAYSON BUSINESS PARK has the largest inventory of serviced commercially-zoned properties (C-3) for sale. The City of Moose Jaw has several of 0.5 to 1.6 acre parcels for sale. These lots are build-ready with sewer, water, storm sewer, fire hydrants, natural gas, power, and curbs with heavy haul asphalt streets. There is an additional 24 acres of developable land in the business park. As an incentive, the City provides the purchaser with an Environmental Phase 1 and Commercial 5-year Property Tax Phase In (excludes land).

FOR MORE INFORMATION CONTACT

Jim Dixon, Economic Development Services
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SASKATCHEWAN'S FIRST-EVER PROCUREMENT DAY COMING SOON...



By Megan Jane, Executive Coordinator, Saskatchewan Construction Association

2018 will end on a high note, when the SCA and the Saskatoon Construction Association will be partnering up to host a unique event, Procurement Day - the first event of its kind in Saskatchewan.

Saskatchewan Procurement Day will bring together owners, consultants, procurement executives, general and trade contractors, and suppliers for a full day of discussion around infrastructure expectations in the year ahead, building opportunities, and best practices impacting both public and private sector procurement - including what the owners look for in terms of a "good contractor".

Panel discussions with public sector owners in the morning, and private sector senior executives from prominent Saskatchewan industries in the afternoon, as well as networking activities with both, will give members multiple opportunities to find out how they can deliver the

best possible value in the selection process.

Procurement Day will be held on Wednesday, December 12, 2018 from 10 a.m. to 3 p.m. at the Travelodge by Wyndham in Saskatoon. Lunch will be included, over which the Saskatchewan Construction Hall of Fame inductees will be announced.

Saskatchewan Construction Hall of Fame

Also new this year, and occurring in conjunction with Procurement Day, is the first Saskatchewan Construction Hall of Fame. While Procurement Day will discuss the opportunities coming down the pipeline for members to succeed, the Hall of Fame celebrates those who have already laid out the foundation for us in a big way.

The SCA will be recognizing two deserving members who have contributed to Saskatchewan's construction industry in a significant

way. These winners will be nominated by membership and selected by an expert committee.

If you can think of an SCA member who is worthy of such recognition, we want to hear about it!

Send your nominee(s) along with their backstory on why you feel they deserve the award. Examples could include someone who has:

- Adopted a safety practice that is now widely accepted as the industry standard;
- Designed an innovative product that significantly improved construction timelines and productivity; or
- Implemented a process that fundamentally changed the way procurement happens today.

Nominations are to be sent to Megan Jane at the SCA at meganj@scaonline.ca by mid-November. 📧

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KEY THOUGHTS ON TRADE DISRUPTION



Government of Canada

From the Office of the Honourable James Carr, Minister of International Trade Diversification

What can businesses do today to alleviate the impact of tariffs and instability with the U.S.?

Expanding our market diversification and providing opportunities for local businesses and hard-working Canadians is a top priority for the Government of Canada.

Increased trade and investment—facilitated by trade agreements, such as the recently negotiated Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the recent application of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA),—present enormous opportunities for Canadian businesses to diversify markets.

Thanks to trade diversification, companies operating in Canada will have preferential market access through 14 trade agreements, to 51 countries. That’s nearly 1.5 billion consumers with combined GDP of US\$49.3 trillion. We encourage businesses to seize these opportunities.

What new markets can/should the government pursue?

The Government of Canada is committed to creating the most favourable conditions for Canadian businesses to compete internationally. Free trade agreements (FTAs) and foreign investment promotion and protection agreements (FIPAs) between Canada and our trading partners are creating new opportunities for Canadian businesses.

Opening new markets around the world increases the number of opportunities for Canadian businesses to sell their innovative, high-quality products and services while creating well-paying jobs for middle-class Canadians across the country.

Thanks to trade diversification, companies operating in Canada will have preferential market access through 14 trade agreements, to 51 countries. That’s nearly 1.5 billion consumers with combined GDP of US\$49.3 trillion.

As Minister Carr has said, Canada needs more of our innovative business leaders and entrepreneurs engaged in trade and pursuing new and fast-growing markets around the world. Canada is rapidly becoming the most connected country in trade. Whether it is across the Atlantic or the Pacific, we are creating the right conditions for more Canadians to compete and succeed on the world stage.

What retaliatory measures are appropriate?

The countermeasures implemented by Canada on July 1st are a measured, perfectly reciprocal, dollar-for-dollar response to the illegal U.S. tariffs on steel and aluminum.

How long can this go on?

Canada will remove those countermeasures as soon as the U.S. removes its illegal tariffs.

What is the anticipated broader impact to the economy and confidence?

Thanks to trade diversification, companies operating in Canada will have preferential market access through 14 trade agreements, to 51 countries. That’s nearly 1.5 billion consumers with combined GDP of US\$49.3 trillion. We encourage businesses to seize these opportunities. 🏢

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THIRD-PARTY SAFETY VERIFICATION NOT THE ANSWER



SASKATCHEWAN CONSTRUCTION SAFETY ASSOCIATION



By Kelly Gray, DEL Staff Writer

The Ontario General Contractors Association (OGCA) sees no value in third-party verification companies. This is the view of Clive Thurston, President of the OGCA, a leading provincial trade association whose members account for approximately 70 per cent of all of Ontario's industrial, commercial, and institutional construction projects.

Thurston suggests that Third-Party Safety Verification firms are not a value-added service and contribute little to nothing to ensuring safe work sites.



Clive Thurston, President of the OGCA.

"They do not carry out inspections or develop training, and it has been our experience that they're more experienced at collecting documentation than being able to interpret it," Thurston says. "They've come along to take advantage of owners who don't understand their responsibility for safety and who may feel they can save money by contracting out to

these third-party firms. In reality, they're putting themselves, their companies, and workers at risk."

"While there are numerous private, unregulated companies that verify safety compliance, many don't verify that the programs are delivered. As a result, owners and contractors are left with the mistaken belief that they meet or exceed their legal health and safety obligations. Further, programs such as COR™ exist, which verify that that the contractor is in full compliance," says Thurston, adding that laws in Canada make owners responsible if an incident happens, regardless of how they word their contracts or to whom they have contract out.

The OGCA advocates on behalf of COR™, the well-established, Canada-wide certification program that gives companies a tool for assessing and enhancing their health and safety management system. "If you have COR™, there is no reason to use third-party verification. Simply, it's an extra expense that offers little in the way of return to Canadian contractors." ■



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TROUBLE WITH TARIFFS: WHAT NOW?

By Melanie Franner, DEL Staff Writer



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On June 1st of this year, the U.S. ended its temporary exemptions on Canadian steel and aluminium tariffs. The result? A 25 per cent tariff on steel products and a 10 per cent tariff on aluminum products.

According to Stephen Tapp, Deputy Chief Economist with Export Development Canada, many were surprised that the tariffs would be imposed on the U.S.'s NATO allies (the European Union and Mexico were also included in the move). Tapp suggests that the dispute can be traced back to President Trump's campaign promise to protect U.S. manufacturers, and the administration's subsequent investigation in April 2017 into the effect of imported steel on national security.

The investigation released its findings in February 2018: yes, steel and aluminum imports to the U.S. were considered a threat to national security, as excess global production capacity in these markets was deemed to be harming U.S. producers' ability to make crucial materials.

Tapp notes that Canada, the European Union, and Mexico are the largest suppliers of steel and aluminum to the U.S., collectively accounting for approximately \$23 billion or almost half of all steel and aluminum U.S. imports in 2017.

According to the June 2018 Global Steel Trade Monitor, from the



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U.S. Department of Commerce, International Trade Administration, Canada sent 91 per cent of its steel exports to the United States in YTD 2018, which amounted to 1.6 million metric tons (MMT). Our second largest export market is Mexico, which received six per cent of our exports, or 100,000 metric tons.

The Fallout

Dean Allison, Member of Parliament for Niagara West, Shadow Minister for International Trade, says that the Canadian steel industry is feeling the effects of the recent move.

“Businesses have already cut orders,” he explains. “Shifts are being reduced, workers are being laid off, and others will likely lose their jobs in the next couple of months.”



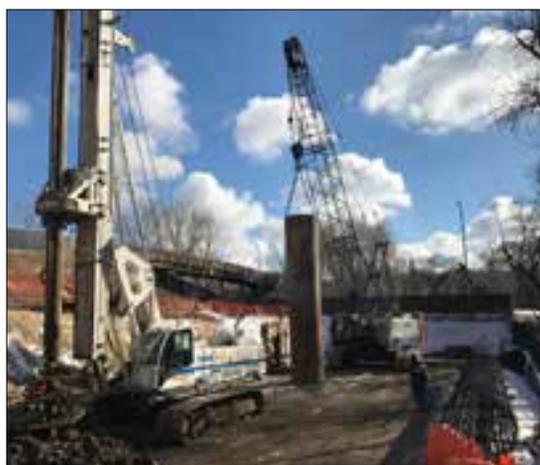
Dean Allison.

Like his Conservative colleagues, Allison has been travelling across the country, speaking directly to the people impacted by these tariffs.

“What they’ve been telling us is that the government needs to get them relief as soon as possible,” he says.

And, in fact, the Canadian government has promised \$2 billion in support for this very cause. But how does it break down for those who need it?

“It seems like this money has been earmarked for measures like employment insurance, retraining programs and loans,” notes Allison. “Piling on more debt or just easing the transition into unemployment are not adequate solutions. Companies are struggling to stay afloat and need immediate support.”



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Talk of removing the temporary exemptions had been ongoing for more than a year. Allison says that the talks themselves caused massive uncertainty in the market and contributed to a very turbulent investment climate.

“The government failed to provide any measures in the latest budget that would prepare our steel, aluminum and other inter-related industries for this possibility,” he says, adding that the possibility of this situation was known well in advance of the budget.

Saskatchewan Steel

The Government of Saskatchewan describes manufacturing as playing a “key role” in the province’s economy, making up seven per cent of the provincial GDP. In 2017, manufacturing shipments totaled \$16 billion.

According to Statistics Canada, the steel product manufacturing industry (from purchased steel) accounted for a net revenue of \$231.6 million in 2016. Shipments accounted for \$4 billion and value added generated another \$1.3 billion.

Saskatchewan is home to 22 companies that are involved in steel product manufacturing.

EVRAZ Regina is the largest steel company in western Canada. It employs more than 1,000 people.

Strategic Moves

Now that the U.S. exemptions have been imposed, the need for action has become paramount.

“Canadian workers and businesses are doing their best to fight what is an incredibly difficult battle,” says Allison. “Unfortunately, there is only so much they can do.”

Allison proposes that there are two immediate lines of action that need to be taken.

“Our highest priority for opening new markets should be ratifying the updated Trans-Pacific Partnership, which this government has renamed the Comprehensive and Progressive Trans-Pacific Partnership (CPTPP),” he says. “It has the potential to boost Canadian income by \$20 billion over the next decade.”

Allison suggests that Canada use this ratification as an opportunity to show leadership on the world stage.

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“We should be stepping up, ratifying the agreement, and putting pressure on other signatory countries to do the same,” he says.

The other potential action plan is negotiation.

“The only way to safeguard our steel and aluminum industries over the long term is for the Trudeau government to immediately get back to the NAFTA negotiating table and get the best deal for Canadian families, workers and businesses,” continues Allison. “The issue of steel dumping was first raised by the Obama administration, and then again by the U.S. administration when President Trump raised the stakes by placing tariffs on steel and aluminum on national security grounds. By ignoring these concerns, the Trudeau government allowed Canadian manufacturers to be impacted by tariffs when Canada could, and should, have been exempted.”

Same Song, Different Tune

Tapp is quick to mention that this latest U.S. tariff policy is not the first in recent years. President Bush imposed tariffs of 30 per cent on steel products for certain countries in 2002. As a NAFTA partner, Canada was exempt.

Tapp notes that there is also one other difference this time around, notably that the 2002 tariffs were used as a safeguard measure to provide the U.S. market time to adjust. This latest round, however, the tariffs are being imposed as a national security concern.

“The U.S. has already launched an additional investigation under the national security legislation on autos,” states Tapp. “If tariffs on autos – which is a much larger industry – were also enacted, it has the potential to cause significant disruption to global trade. If other countries were to follow suit,

national security could be used to justify additional trade restriction on a potentially wider range of industries.”

Allison also emphasizes the importance of these current U.S. tariffs. And the need to act quickly.

“The longer we go without a deal on NAFTA, and the closer we get to auto tariffs being imposed, the more anxious Canadians are going to get,” he concludes. Foreign direct

investment in Canada is already down, by 42 per cent in 2016 and 26 per cent in 2017. The United States is Canada’s most important trading partner. Twenty per cent of Canada’s GDP is tied to our commercial relationship, and 74.2 per cent of Canadian exports go to the United States. One in five Canadian jobs are created because of free trade. Canada needs to get back to the negotiating table as soon as possible.”



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Saskatchewan Polytechnic is ready to help develop the *buildings of the future*, whether commercial, industrial or residential. With extensive capacity to partner with the construction industry to conduct applied research involving smart technology and alternative energy sources, Sask Polytech can help employers adapt to scientific advancements and changing industry needs.

Applied research partnerships support industry players by helping them adapt, innovate, remain competitive and contribute to economic growth and job creation in our province. A wide variety of industries work with Sask Polytech as applied research partners exploring new materials, processes, and ideas. Our partners gain access to state-of-the-art facilities and faculty expertise, in addition to funding for research and development.

“Where we see the construction industry heading is not just energy-efficient building, but smart construction in general,” says Kevin Rogers, Sask Polytech’s acting associate vice-president of Applied Research and Innovation.

Dr. Terry Peckham, research chair at Sask Polytech’s Digital Integration Centre of Excellence, echoes those comments on smart technology. His team can customize voice-controlled technology. “Alexa, for example, has standard protocols, so if we want to add new things, we can create the system to interface with it,” says



Peckham. “Heating, ventilation, air conditioning, lighting, security, and other systems can all be programmed to interface with an existing device, or we can build a circuit board to do that.”

Peckham says there are also opportunities to collaborate with construction companies on document management, scheduling, and project management software. “One of the biggest problems for construction companies is tracking documentation.”

He says customized software can help streamline workflows: what parts were ordered from what companies; when they are expected to arrive on site; what deliveries had missing or damaged items?

“All those logistics can be easily tracked,” says Peckham.

Sask Polytech has forged highly successful applied research partnerships in several industries including manufacturing, technology,

and mining and has been leading the way in 3D technology application since the 1980s. Rogers sees strong potential to work together with the construction industry because Sask Polytech is already training the tradespeople of tomorrow.

“The construction industry is changing rapidly,” says Rogers. “There are many opportunities for applied research initiatives to further Sask Polytech’s support of this important industry.”

Do you have a research idea, prototype or project you’d like to explore with Sask Polytech? Contact: Kevin Rogers, Acting Associate Vice-President, Saskatchewan Polytechnic 306-659-3938 kevin.rogers@saskpolytech.ca





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PLANNING FOR SUCCESS: INTEGRATING STRATEGIC AND COMPETITIVE INTEL WITH YOUR SUPPLY CHAIN



By Shaadie Musleh, Certified Intelligence Professional – II, Economic Development Regina

There are several strategies needed to create an efficient supply chain. This may include strategies for operations, out-sourcing, consumers, distribution, marketing, or asset management. To drive strategy forward, the choices you make regarding your supply chain must align with the business strategy, customers' needs, and your market position. Your business must be adaptive. Competitive advantage is not easily sustained when market conditions change unexpectedly. Integrating Strategic and Competitive Intel (SCI) into your supply chain strategies can mitigate this risk.

SCI looks at four external risks categories: government, demographics, competitor actions, and technology. These factors will change your industry overnight, taking your supply chain with them. However, as intuitive and easy as it seems to monitor these categories, in practice we often underestimate these risks relying on our own skills and experience to guide decision making. SCI analysis combined with your organization's skills and experience bring unique perspectives and drive new insights to mitigating risk.

Let's start with government. It is important to include any government that can affect your supply chain. This includes understanding which government may introduce regulations and which ones are considered stable. Anti-trade rhetoric has stemmed across the globe, and organizations need to embrace and prepare

for disruption. Challenges with U.S. trade is just the beginning.

Competitor actions is a category that has expanded beyond dealing with direct private-owned enterprises. We need to consider if a government is a competitor. The oil and gas markets were hit hard by a price war for market share. This price war hit multiple supply chains hard. In a global environment, understanding both private and government owned competitors is a must.

Competitor actions is a category that has expanded beyond dealing with direct private-owned enterprises.

Demographic analysis is often limited to population growth and spending income. However, consumers' changing behavior is driving consumer spending. If you're selling to businesses, supply chains are being challenged through similar changing cultural norms and values. The recent Court of Appeals decision regarding the Trans Mountain Pipeline as well as its nationalization are prime examples of how changing cultural, behavioral and value norms are affecting supply chains.

Technology disruptions can be a killer for industries. Supply chains built on trust and information sharing, combined within integrated systems, can and will become the new platform for competitive advantage. Look at technologies outside of your industry to gain ideas and inspiration. Walmart's supply chain integration is a system to see.

These are strange and unusual times. If organizations are going to thrive and prosper, it is going to take a strong supply chain strategy that incorporates SCI. Incorporating SCI into these strategies will help add a global context to challenges as your organization prepares to deal with uncertainty. SCI won't make the tough days disappear. SCI can better prepare your organization to deal with it. 🏢



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SASKATCHEWAN APPRENTICESHIP TO LAUNCH NEW IT SYSTEM NEXT YEAR

By Jeff Ritter, President and CEO, Saskatchewan Apprenticeship and Trade Certification Commission



The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) is getting ready to launch a new, client-facing IT system that will provide SATCC clients – including Saskatchewan apprentices, employers, and training providers – with faster, more efficient service.

It's called the Apprenticeship Management System (AMS).

Apprentices will be able to self-register for training and employers will be able to easily monitor and track their apprentices' training status. Rather than having to request information directly from SATCC staff members, customers will be able to access their information online.

The development of AMS is a multi-province project, involving Saskatchewan, Manitoba, and the four Atlantic provinces. Saskatchewan's launch date is tentatively set for late fall 2019.

Clients have been asking for the ability to self-serve and more easily access information. This system will meet that demand.

According to the SATCC's 2017 Employer and Apprentice Satisfaction Survey data, the majority of employer respondents would like to complete all services with the SATCC online, and at least half of apprentice respondents would like to complete all services online.

Right now, the apprenticeship system in

Saskatchewan is primarily a paper-based system. AMS will modernize SATCC's processes, allowing customers to register apprenticeship contracts, pay fees and tuition for technical training, update personal or business information, and submit trade time hours online through AMS.

With the introduction of this new system, the SATCC will strive to maintain the highest levels of service. In 2017, 87 per cent of apprentices who responded to the SATCC's Satisfaction Surveys agreed staff members are friendly and courteous, while 96 per cent of employers agreed. Ninety-three per cent of apprentice respondents were satisfied with SATCC services and 94 per cent of employer respondents were satisfied.

The new IT system will provide faster, on-demand service, but the warm, personalized service that our staff members provide won't go away once the system is introduced. Our clients will still be able to call us or walk into one of our offices to ask questions or discuss their individual apprenticeships, and we are still going to have staff members visiting employers.

The SATCC is committed to providing its stakeholders with regular updates on the system. Communication will increase as the fall 2019 launch date approaches.

In the meantime, if you have any questions, please email Saskatchewan's AMS project team at satccams@gov.sk.ca.

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BENEFITS OF A DIVERSE WORKPLACE

By Jessica Baldwin, Sask Polytech, Women in Trades and Technology Provincial Facilitator




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Research has shown that a more diversified workforce leads to recruitment and retention of highly qualified workers, creativity and productivity, high employee morale, less absenteeism and higher overall performance and leadership styles. Employers are recognizing the benefits of a diverse workplace and the trend is catching on.

KBO Tech Electric & Controls Ltd, an electrical contracting company based out of Saskatoon, sees the value of diversity and are proactively building a diverse workplace. KBO was established in 2017 by Shannon Chyz, a Human Resources professional, and Wade Heuscher and Jamie Rheault, journeyperson electricians. Shannon, Wade, and Jamie believe that, “diversity in the workplace is important to encourage creativity, learning and community.”

“A diverse workplace gives us the opportunity to think of solutions that are outside of the normal industry way of doing things,” Chyz says. “Hiring people from all walks of life brings us different views, experiences, and ways of problem solving.”

A diverse workplace gives us the opportunity to think of solutions that are outside of the normal industry way of doing things.



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So, how are KBO diversifying their workplace? According to Chyz, “The most obvious way we are diversifying our workplace, is by setting the expectation and example from the top down.” The ownership group includes Shannon, the Office/HR manager, and she looks forward to making connections through Sask Polytech and hiring more female tradespeople.

In addition to leading by example, KBO partners with the Sask Polytech

Women in Trades and Technology (WITT) program. This partnership allows them to network with students and promote opportunities to women interested in pursuing a career in the trades.

What can other employers do to diversify their workplace? According to Chyz, “Being open-minded and supporting new ideas is the best way to encourage diversity in the workplace. Change should start at the top.”

Employers like KBO understand that developing a more diversified workplace – which reflects the community and customers it serves – is not only the right thing to do, it also makes good business sense for a current and competitive employer.

For more information on Sask Polytech’s Women in Trades and Technology program visit saskpolytech.ca/witt.



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PICK BETTER ADVOCACY FIGHTS AND STOP WASTING YOUR TIME

By Curtis Hemming, Director of Government Relations, Saskatchewan Chamber of Commerce



Business advocacy organizations have an endless number of issues they can work on. Many of them are a waste of time and money, however, so it's important to choose wisely.

Since advocacy organizations need "wins" to keep membership dollars flowing, it's useful to decide whether a potential win is even possible on an issue. While not every fight needs to result in total victory, it isn't ideal when your final outcomes are always "made a bit of progress" or "more collaboration required."

Determining whether an issue is affecting a large number of your members is another important criterion. Too many organizations get bogged down on doing niche projects for "special people" that don't benefit the broader membership.

It is also worth considering the motivations behind individuals, companies, or organizations bringing an issue to your attention. Usually they're real problems and they just want you to help fix them, but sometimes there are political or personal reasons behind

their requests. Since these reasons are often left out of the conversation, you must dig deeper to find them.

Organizations occasionally need to pick fights on certain issues just to maintain credibility among their members, the media, and government. For example, most business advocacy organizations will be noticeably absent if they don't have an opinion on taxes, labour laws, infrastructure, and competitiveness.

Figuring out whether other business organizations are willing to be allies on an issue is another good test of whether you should be tackling a particular problem. An advocacy coalition built from numerous organizations joining together is a powerful weapon, so if nobody else wants to partner with you in a fight, the subject might not be important enough...or too politically dangerous.

One last test of an issue's quality is whether it fits into your organization's larger mission. While nearly any problem can be shoehorned into being a "business issue," there are many that other groups are clearly better able to solve. If you (or the person bringing you the problem) need to bend it like a pretzel so that it relates to business, you should probably leave it alone and focus your time and resources elsewhere.

Now, go forth and advocate!

That line definitely sounded cooler in my head. 🗣️

Organizations occasionally need to pick fights on certain issues just to maintain credibility among their members, the media, and government.

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COR™ CERTIFICATION AND SURETY

By SCSA Staff



Surety bonds play an important part of the construction industry. Contract bonds provide a financial guarantee to project owners, ensuring successful delivery of a project. Unlike insurance – where claims are based on fortuitous loss between the insurer and insured – surety is underwritten on the contractor's ability to successfully undertake a project in question. As well, surety is based on a tri-party agreement between the surety, principal (contractor) and the obligee (project owner).

Surety facilities are underwritten on three guiding principles: capital, capacity and character.

- **Capital** – Capital speaks to the financial strength of the organization to determine their ability successfully cashflow a project through to completion.
- **Capacity** – This refers to the contractor's operational skillset, industry knowledge, and manpower. This helps determine if the contractor has the experience and workforce to complete their ongoing work on hand.
- **Character** - Who you are as a company, and key individuals within the firm (the reputation of the contractor). If a contractor

does not have a strong reputation for instance due to unsafe work practices, they may have a difficult time finding support for a surety facility.

The Saskatchewan Construction Safety Association (SCSA) is committed to protecting their member employees, contractors, and the public by providing an understanding of how to run safe jobsites and work environments. The Certificate of Recognition (COR®) certification has been one of the steps SCSA has taken to bring safety awareness to the forefront.

The COR® program is a staple to showing a commitment to safety and can play a vital role in demonstrating good character when it comes to an application for a surety bond. Project owners are now making COR® certification a mandatory "Pass/Fail" component of their bids. This will become a more common practice in the industry, similar to the requirement of providing bonds on every tender.

Of the three principals of surety, character is the most scrutinized trait of a contractor. The more committed a business leader is to ensuring a safe workplace by getting employees home safe each night to their families, the more easily that commitment will

translate into a contractor of good character.

While a company cannot usually obtain surety without good character, building up an extremely strong character component by demonstrating a commitment to safety can gain trust and comfort with your surety. This can ultimately lead to an increase in project support your surety is willing to provide over time. 🏠

The Saskatchewan Construction Safety Association (SCSA) is an industry-funded, membership-based, non-profit organization that provides cost-effective, accessible safety training and advice to employers and their employees in the construction industry throughout Saskatchewan to reduce the human and financial losses associated with injuries.
Content collaboration – Michael Sali, Vice President;
and Bryce Brucker, Account Executive, both of the Construction Services Group, Surety, Aon Reed Stenhouse Inc.



SASKATCHEWAN CONSTRUCTION SAFETY ASSOCIATION



THE RIGHT PEOPLE AND CULTURE FOR CHANGE

By Marshall Hamilton, Executive HR Consultant



Change is inevitable. Many of us resist change. Change is seen as scary as many of us naturally fear the unknown. Only a minority view change as exciting, full of adventure and new possibilities. Perhaps how we think of change and how we react to change is dictated by our natural tendencies, specifically whether we are optimistic or pessimistic. So if the world is full of people who all react differently to change, and if change is inevitable, what can we do as leaders to be ready for change? I really believe that having the right people for change is very different from having the right culture for change. Let's look at them separately.

The Right People for Change

Some people welcome and adapt to change better than others. In my experience, good organizations are made up of people who are different. These differences give the team strength. It is not a weakness to have some team members who resist change or who fear change. They may one day be the voice of reason you need to listen to. The ideal is to have a group of individuals with different skills, backgrounds and personalities, especially (and here is the key) if you encourage them to share in an open and free environment. Best decisions come when all angles of the problem are considered.

The Right Culture for Change

I believe that developing the right culture for change is way more important than trying to find the right people for change. However, developing the right culture for change hinges largely on whether you have the right leader for the group. A good leader can easily foster an environment where change is viewed as inevitable and team members are coached to anticipate, prepare for and welcome change. The reverse is also true. A poor leader can stifle the group and foster an environment where change is feared and resisted on every front.

So what can a good leader do to develop the right culture for change. The key word is communication. Good leaders are honest and transparent and develop trusting relationships with their staff. Good leaders don't have all the answers, but routinely ask the right questions and create an environment where it is okay to disagree with the leader.

Conclusion

Spend less time focusing on the right people for change (other than the leader) and more time finding the right leader who can help you develop the right culture for change. The key is leadership. 🏢

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NETWORKING: IT'S BUILDING RELATIONSHIPS

By Sherry Knight, President & CEO, Dimension 11



Imagine standing in a room full of people with your drink in your hand and looking around to see who's there. That is exactly what I did when I was in my first job where I needed to attend receptions and connect with people. It wasn't too long after I was standing there that someone came up to me. He peered down at me (after all he was tall, and I am short), looked me in the eye, and said, "Sherry, you're just a snob!"

What, me? A snob? Fortunately, I had the presence of mind to ask him what I did to make him think that. His response, "You walk in here, get a drink and then look around to see who's good enough to talk to." He was right, that is exactly what I did, except I did it to hopefully be welcomed by whomever I went to talk to.

You know how it is. Sometimes, you go up to an individual or a group and they don't turn toward you. Not much fun! I recognize when I am not welcome, and to be truthful, it doesn't feel good.

Shortly after this dialogue, I left, and after the tears, I thought about my actions and knew it was time to make a change. Perhaps my new approach might help you if you want to network and build new, strong relationships.

The more people you connect with, the more often you will be able to introduce this individual or others to each other.

Try these ideas out:

- Decide how many new contacts you want to make at this event before you go;
- Decide what it is you want to learn ahead of time by being at this event;
- Stop outside the room, take three deep breaths and enter;
- Get a drink, if it is appropriate;
- Head straight to the first person who is alone – stick out your hand, introduce yourself and ask, "And what brings you here today?";
- Pause and wait for the answer, then follow up with more questions such as "How are you connected to ___?", "What do you hope to gather from this group?" or "Who can I introduce you to?";
- If there's a good connection, ask if you can continue the conversation at another time – if this is met with agreement, ask for a business card.

The more people you connect with, the more often you will be able to introduce this individual or others to each other. People like people that offer support, and nothing is more supportive than being able to introduce someone to others who can be helpful, whether that be at work, at home or in the community.

Networking doesn't have to be daunting – have a few key questions "in your pocket" and talk to the first person who looks and perhaps feels lost. You may just make a friend for life! As many say, "Just do it!" 📱

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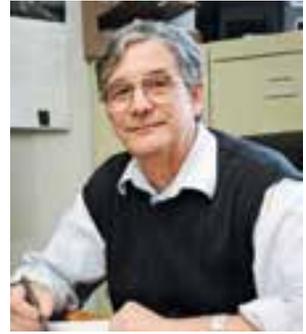
For more information, please connect with Sherry Knight at sherry@dimension11.com or (306) 586-2315. She is the President & CEO of Dimension 11, a leader in people and performance development. Dimension 11 helps companies realize stronger profits so they can create more jobs and better communities.

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AFTER GLOBALIZATION



Dr. William A. Stahl, Professor Emeritus, University of Regina

Editor's Note: Nations and businesses are dealing with tariffs and other trade threats, political instability, and a broad public questioning of the basic Post-World War II Global Political Consensus – that markets and trade are good and alleviate the need for conflict – from both sides of the political spectrum. This is uncharted territory.

The key component of the complaint against modern global trade, whether from the right or the left, is that most benefits

from trade have come at the expense of middle-income labour, particularly in the industrial sectors that once drove the economic might of Ontario, Michigan, and Ohio. The latter two are now part of the so-called Rust Belt.

In any case, “globalization” is seen as a culprit. Contemporary right-wing movements see it as an attempt to sap national sovereignty and productivity to the benefit of foreign interests. On the other hand, the contemporary left see

globalization as a loss of sovereignty and labour rights to corporate interests.

To get a deeper insight and a better idea of what may lie ahead, I asked Professor Emeritus, Dr. William Stahl, PhD, who taught sociology at the University of Regina for three decades, to address societal upheaval and its potential worst-case scenarios.

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The world has had several periods of globalization in the past. They all came to a bad end. Now it appears that the current time of globalization is also ending. In the past, such times have usually been chaotic and bloody (the last was in 1914). What might we be facing in the next few years?

First, we can expect growing political turmoil and polarization. A great deal of attention at the moment



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is focused on the fate of President Trump, but Trump is more of a symptom than a cause. A basic contradiction in globalization has been that the benefits have gone to transnational corporations and the wealthiest few percent, while the costs have been paid disproportionately by industrial workers in the developed countries. This has fueled growing disaffection, which so far has been most successfully exploited by the far right (although the rise of socialist movements in the US, UK and elsewhere is not trivial). More seriously, this is also a sign that the legitimacy of our basic institutions is declining. That also increases political polarization while making remediation more difficult. Of course, President Trump's difficulties compound the situation. Whether he stays in office or is removed, we can expect increasing instability in the United States and the possibility of widespread violence cannot be ruled out.

As political polarization grows, free trade agreements will increasingly come under attack. We are already seeing the breakup of NAFTA, as the Americans play divide and conquer. At this point, a world-wide trade war cannot be ruled out. For a trading nation like Canada, this will bring severe economic disruption, at least in the short run. But before panic sets in, we should remember that Canada prospered under the National Policy of John A. MacDonald for 100 years. With planning, forethought, and leadership

we could do so again. But the end of globalization will require enormous changes. The economy will have to move away from financialization and re-emphasize basic industry. We will have to develop value-added industries and not be content with exporting resources and raw materials.

The wild cards in all this are war and climate change. War is the most immediate danger. A war with Iran would be an economic catastrophe, shutting down one-third of the world's oil supply. Any conflict with Russia or China could easily go nuclear. The real danger is not calculated aggression (although that can never be ruled out) but a minor incident getting out of control. Remember that the First World War was touched off by a terrorist attack.

Climate change is the longer-term threat. The world is already paying billions of dollars a year in the economic costs of storms, drought, floods, forest fires, and climate refugees. These costs will only go up. It is already too late to prevent climate change, although the worst can be avoided with a rigorous program of amelioration. The longer government and the private sector continue with "business-as-usual," the more difficult and expensive it will become.

Globalization as we have known it for the past 60 years is coming to an end. The question is whether we will have the wisdom and foresight to adapt. 🏠



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