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PRESIDENT'S MESSAGE

Mark Cooper, President & CEO,
Saskatchewan Construction Association



As we wrap up the first-ever Saskatchewan Construction Week, I am excited to present this special issue of *We Build* covering a range of issues about where our industry is heading, the critical issues we need to address, and, importantly, I think, the recent successes we've had as an industry.

It was a particularly opportune time to have a week dedicated to construction with recent budgets from the provincial and federal governments, a new peak construction season on the horizon, convincing evidence

that Saskatchewan's economy is set to start growing again, and ongoing or anticipated progress on industry-wide advocacy issues ranging from WCB to Prompt Payment.

First, we need to deal with the enormous challenges brought about by the provincial budget on March 22, 2017. Not only did the PST increase to six per cent, but it was also applied to construction services – making Saskatchewan the first jurisdiction in western Canada to fully tax such things. The SCA had advocated

against precisely this measure, but the decision has been made, and our focus now is on our responsibility to help our members successfully make the transition to this new tax. We address some of those issues in our advocacy report on page 8 and our budget analysis on page 34.

The provincial budget did continue the government's commitment to infrastructure investment, as presented by Reagan Reese Seidler of SaskBuilds on page 32.



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We need to deal with the enormous challenges brought about by the provincial budget on March 22, 2017. Not only did the PST increase to six per cent, but it was also applied to construction services – making Saskatchewan the first jurisdiction in western Canada to fully tax such things.

The federal government released their budget on the same day as the provincial government. On page 36, we present the perspective of Hon. Amarjeet Sohi, Minister of Infrastructure and Communities. We also have analysis on that same budget from our partners at the CCA on page 38.

On page 46, Doug Elliott provides an economic outlook showing, by the numbers, that our economy has likely reached the trough of this decline and will return to growth in 2017 and beyond.

We also have features on the value of associations (page 30), a successful multi-use facility project making a difference in Regina (page 40), and the impact of youth construction programs that help develop our provincial workforce (page 40 and 59).

It is my sincere hope that you find the information and analysis in this issue valuable as you plan your business or work with industry partners. Our goal in publishing *We Build* is to inform and enlighten stakeholders about the industry, the economy and state of our province. 🏠

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ADVOCACY UPDATE

THE LONG SLOW ROAD

By John Lax, Manager, Saskatchewan Construction Association

The SCA's advocacy portfolio has been marked by highs and lows so far in 2017. Of course, no one will win every policy debate in this profession – no matter how well-researched and sound a position is, there are always reasons a government, agency or stakeholder may take a different position.

That is exactly what we have dealt with in 2017 with the provincial

budget and the application of PST to Construction Services. The government made the decision to move forward with the new tax and it has created an enormous amount of work for every business and association in the construction market just to understand what steps they need to take. The SCA has taken the lead on this file, working with the Ministry of Finance, Advisory Council and MNP

to breakdown and clarify issues in a timely fashion.

We have also maintained a commitment to our other priorities, including #TransformSK, Procurement, and Prompt Payment.

Our Work

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construction sector through partnerships, relationships and collaboration. Our business continues to be 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.

In pursuit of 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 sector.

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PST on Construction Services

In the latter part of 2016 and early 2017 the SCA dedicated significant resources to arguing against the application of PST to construction services. Our position was, and remains, that the new tax is a threat to Saskatchewan’s recovery risking jobs, investment dollars and the health of a sector that has lost jobs at 10 times the rate of the broader economy through 2016. Nonetheless, the provincial government introduced this tax.

With the political decision made, the SCA has moved to provide support for our members and industry by working with the Advisory Council, our strategic partner MNP, and the Ministry of Finance to bring the best, most up-to-date information to our members.

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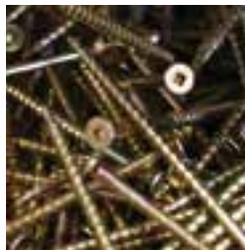
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In this regard, we have found Ministry of Finance officials to be strong, honest partners willing to recognize the limited administrative capacity of many construction businesses, the difficulty of the timelines for this transition, and that construction industry contracts and conventions are exceedingly complex.

These factors have led to slower release of details and rulings than anyone would have hoped. It seems certain at this point however, that no extension

will be forthcoming; April 1, 2017 is the hard deadline at which PST applied to all construction services in Saskatchewan. When audits happen two, three or four years from now, April 1 will be the date when billing will expect to have changed.

Through the Advisory Council we have formed an ad hoc committee with the Ministry of Finance to manage the transition and ongoing tax rules around specific construction scenarios.

As noted above, at the SCA we connect people. We are connecting our members with tax experts but we are not ourselves tax experts and we must exercise caution in passing along information.

As we are working through the ad hoc committee, live sessions and other means – and that information is available on our website - I will not attempt to rehash the questions, rulings and decisions being delivered through those channels. Instead, I would like to highlight a few very high-level points our members and every construction business in Saskatchewan should be aware of.

- You are not alone in confusion regarding the rules and regulations. The ministry responsible for tax enforcement has not made final rulings on many issues and no one is certain how all of this will work.
- The government initially used language implying a tax on construction labour. The final decision was to tax construction services and there is a distinction. The new PST is on everything related to construction – so, yes: it covers your margin, equipment, etc.
- The new PST is not a six per cent tax on construction projects and, as an industry we need to be clear about that. Customers were always billed PST for supplies – it just wasn't broken out on their bills. Depending on the percentage of project cost constituted by supplies, the PST will amount to about a 2.2 to 4.8 per cent increase in cost.
- PST is only billed to the end user. This means that construction businesses do not pay PST on supplies that will end up as part



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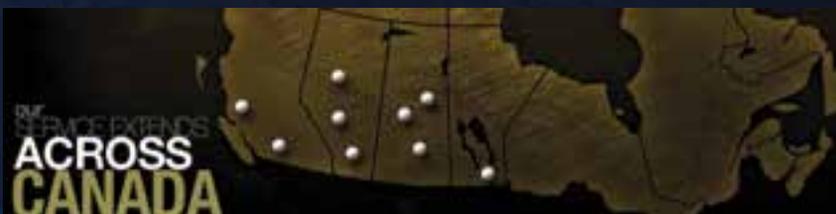
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of a project. Items that are not supplies forming part of the product – even if contractors require them to do their work – are not PST exempt. For example, no tools, safety equipment or temporary fencing are PST exempt because they are not permanent parts of any project.

- Finally, there will be items that are taxed twice. The government is aware of this and there is no manageable way to avoid it without unreasonably amplifying administrative costs for everyone. So, while it is not ideal that contractors will pay PST on safety equipment and then bill PST to their customers on the same equipment, the government has indicated there is no resolution forthcoming.

More details will be forthcoming. To discuss this issue further or pass questions to the ad hoc PST committee, contact the SCA at 306-525-0171.

#TransformSK

The #TransformSK initiative is the largest pan-industry consultation in Saskatchewan history, mandated to develop the collective vision and action plan necessary to shape the next generation of provincial economic and social prosperity.

The SCA, in partnership with the Saskatchewan Chamber of Commerce, the Saskatchewan Mining Association, the Agricultural Producers Association and the Canadian Manufacturers and Exporters – Saskatchewan, reach out to citizens and thought leaders across the province.

The final report was released publicly and tabled with the premier in late

April. The report's 45 recommendations provide a blueprint for the long-term success of our province, its people and industry through education, investment, sound stewardship of our natural and cultural resources.

It was a pleasure for the #TransformSK coalition to meet with engaged citizens across the province and hear voices from every corner of our province on what we need to do to secure a strong future for Saskatchewan residents

from the southeastern oil patch to the boreal forests of the north and back to the western plains.

The project is far from done: the #TransformSK report is the start of a generational conversation to help shape the most competitive and sustainable Saskatchewan possible through innovation, long-term vision and thoughtful development of all of our resources – including our people and their skills.



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The final #TransformSK report is available at transformsk.ca.

Procurement

Procurement continues to be one of our most successful files with genuine, fruitful partnerships with Priority Saskatchewan and government-industry collaborations like the Saskatchewan Construction Panel (SCP).

Priority Saskatchewan – mandated to harmonize government ministry

and Crown agency procurement and implementing best value in government – has continued training public officials on their new Procurement Guides.

They have also worked with the SCA to deliver training for construction businesses with over 100 members having gone through information seminars in Regina, Saskatoon and Prince Albert.

This work has proven so useful and valuable that the SCA and partners are

working to encourage non-provincial level government agencies like school boards and municipalities to consider adopting Best Value and Priority Saskatchewan processes.

The next round of consultations between Priority Saskatchewan and the private sector are gearing up to review templates and further procurement process improvements.

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

Prompt Payment

Prompt Payment Saskatchewan has moved forward with their five principles, approaching the provincial government through SaskBuilds in pursuit of a legislative solution. The group has confidence Saskatchewan could be one of the first jurisdictions in Canada to address this critical issue.

In the coming months there will be more to report on this issue.

Saskatchewan Construction Week

The SCA was integral in organizing and delivering Saskatchewan Construction Week, April 3rd to 7th, 2017. Derek Lothian recaps the week on page 16. The week was a phenomenal opportunity to get these and other critical construction industry issues at the forefront of the provincial conversation.

There are several other issues the SCA continues to work on, ranging from advocacy on WCB governance and surpluses to economic data management.

If you are interested in speaking with the SCA about industry issues or analysis, please contact the office at 306-525-0171. 📞

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FIRST-EVER SASKATCHEWAN CONSTRUCTION WEEK A MAJOR SUCCESS

By Derek Lothian, Senior Advisor to the President & CEO

Construction builds Saskatchewan prosperity.

That's the message that brought together 22 different industry associations and business support organizations in presenting the first-ever Saskatchewan Construction Week, held April 3-7, 2017.

This five-day showcase was a celebration of the important economic and social contributions made by the province's second-largest private sector employer, and featured dozens of activities in every corner of Saskatchewan, including six

signature events and youth-focused *Think Construction* and *try-a-trade* events in Regina, Moose Jaw, and Saskatoon.

Launch Breakfast

Saskatchewan Construction Week kicked off with a special launch breakfast in Regina on the morning of Monday, April 3, hosted at Brandt Tractor.

More than 130 attendees – a capacity audience – packed Brandt's service floor to take in the official proclamation from Hon. Jeremy Harrison, Minister of the Economy with



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the Government of Saskatchewan, a *State of the Industry* address from SCA President & CEO Mark Cooper, and a panel discussion on the future of construction innovation, moderated by SCA Board Chair Jason Duke.

Construction Day at the Legislature

Thirteen industry associations and labour groups converged on the legislature, Tuesday, April 4 for a full “lobby day” of meetings with senior government officials.

Participants met with six cabinet ministers, the caucus of the Official Opposition, the Caucus Policy Committee on the Economy, and the leadership of both SaskBuilds and Priority Saskatchewan.

In the House, the Honourable Don Morgan, Minister of Education, Labour Relations, and Workplace Safety, recognized the delegation before Question Period, while a Construction Week member’s statement was read by Regina Gardiner Park MLA Gene Makowsky.

Deputy Ministers Dinner

The evening of April 4 marked the inaugural Saskatchewan Construction Week Deputy Ministers Dinner. The format

of the event was positioned as a “working dinner” – aimed at facilitating proactive dialogue between government and industry stakeholders around the challenges facing the construction sector and possible solutions to explore in the months ahead.

Government was represented by eight deputy ministers, including Alanna Koch, deputy minister to the premier, as well as leads from the ministries of highways and infrastructure, labour relations and workplace safety, finance, and the economy. Also in attendance were the chief executives for six provincial Crown corporations and agencies, plus the co-chair of the Saskatchewan Construction Panel.

Representing industry, meanwhile, were executives and members from 14 construction-oriented associations from across the province.

Construction Entrepreneurs Roundtable

Owners and senior leaders from 26 construction enterprises braved a chilly early morning in Saskatoon, Wednesday, April 5, to participate in a roundtable discussion tailored specifically for construction entrepreneurs.



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Three presentations – from Robertson Stromberg LLP, MNP LLP, and Epic Alliance – preceded a general group dialogue around the challenges and opportunities in growing and scaling up successful businesses in the construction industry.

Attendees unanimously asked the SCA to explore hosting similar sessions in the future. SCA will be sending out more information in the weeks ahead.

Saskatchewan Construction Safety Summit

Co-hosted by the SCA, the Saskatchewan Construction Safety Association (SCSA), and Saskatchewan Workers' Compensation Board (WCB), the 2017 Saskatchewan Construction Safety Summit in Saskatoon, April 6, was an engaging forum on what industry and government must do to improve safety outcomes in the province.

Roughly 80 registrants took part in group conversation and a panel discussion facilitated by Chris Guérette, CEO of the Saskatoon & Region Home Builders' Association.

Murray Sawatzky, partner with McDougall Gauley LLP and a fellow with the Canadian College of Construction Lawyers, was the luncheon keynote.

SCW Prince Albert Breakfast

More than 80 invitees attended a Saskatchewan Construction Week breakfast and panel discussion in Prince Albert on Friday, April 7. The panel was held jointly by the Merit Contractors Association of Saskatchewan and the Prince Albert Construction Association, and moderated by Dan Yungwirth, general manager of Miller Contracting.

Several attendees then made the trek down to Saskatoon later that day to watch young tradespeople vie for gold in the annual Skills Canada Saskatchewan Provincial Competition.

Thank You

A big thank you to our Saskatchewan Construction Week title sponsors: MNP LLP, Saskatchewan Polytechnic, and Merit Contractors Association of Saskatchewan.

And thank you to our various event sponsors: Brandt Group of Companies, Hillman Audio Video, Regina Bypass, Concrete Saskatchewan, Construction Opportunities Development Council, Construction Association Network of Saskatchewan, the SCSA, and WCB. 📱



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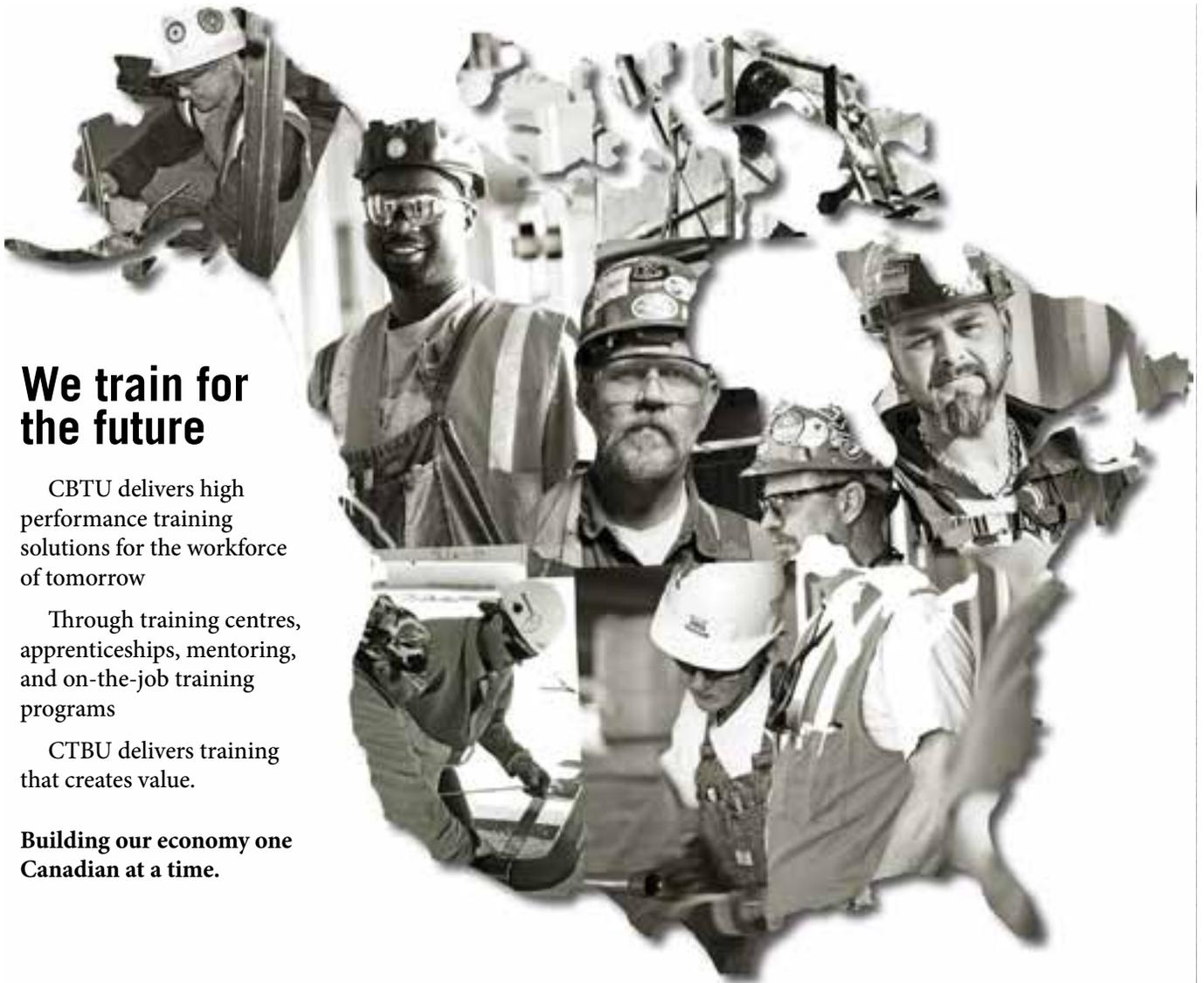




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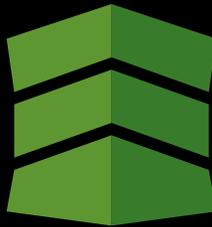
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THE CHANGING NATURE OF TENDERING

By Matthew Farthing, PMP, Manager, Construction Association Network Saskatchewan Inc.

Tendering is a necessary and important part of the construction industry. A tender is a structured invitation to vendors to supply products and/or services. To understand the changing nature of tendering, it is necessary to focus on that structure and how it has changed, for better or worse.

The Tradition

When we think of traditional tendering, we think of the design-bid-build model. The owner hires an architect, works with that architect to refine a design, and then either publicly or invitationally has general contracting firms prepare a bid. There is a “chain of command” present in this model. The architect works for the owner, the general contractor works primarily under the consultant, and the sub-contractors work with the general contractor.

Though the model is still very popular, there is a trend to disrupt this model in modern procurement. Why? I would argue that the driving factors are innovation and collaboration. More on these subjects later.

The Current Reality

Alternative contract models are being utilized more and more. Construction-managed and design-build are becoming more prevalent. In these models, general contracting firms have

more direct control (and risk) over the project as their internal resources are more engaged. On the owner side of this equation, the decision to pre-qualify becomes more common, and there is also a growing trend to allow for innovation in projects. Sometimes this comes in the form of having less strict requirements and issuing requests for proposals instead of a structured tender invitation.

These changes and trends mean that a business needs to be more nimble and knowledgeable in order to be awarded work. Those companies that can understand the needs of the owner and self-perform additional scopes of work are shining in this current marketplace.

Another system being explored is Integrated Project Delivery. In this model, companies typically share in a “risk pool” of funds set aside during the duration of the project. If the project goes well, the pool is distributed to participants. If additional funds are required for the project, they are drawn from the risk pool. At a high level, whether the risk pool is part of the project or not, there are regular meetings designed to collectively harness talents and insights to optimize project results. This model is a significant departure from the traditional hierarchy in design-bid-build scenarios.

Preparing for the Future

There are two big changes that will shape the future of the Saskatchewan construction industry in the coming months. First, best value procurement. Through Priority Saskatchewan, the provincial government has issued a Procurement Guide, which is serving as the basis for procurement transformation. At the time of writing this article, over 500 staff have been trained on best-value procurement rules. This model will become mainstream in the public sector in short order.

Second, electronic bidding. Again, through Priority Saskatchewan, we saw a promise that Sasktenders would be enhanced and electronic bidding would be implemented. We are working very closely with government to arrive at a solution to fulfill this scope.

How do you ensure your business is ready? Make sure you read the material available to you from Priority Saskatchewan. Stay tuned to the construction associations for updates and education opportunities. 📖



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Dean Cochrane, 2017 Saskatoon Construction Association President



A LETTER FROM THE SASKATOON CONSTRUCTION ASSOCIATION PRESIDENT

Last fall, I was able to attend a conference in Ottawa that brought together chief operating officers from local associations across Canada to discuss some of our common challenges and identify areas that we can capitalize on. I was extremely proud that the Saskatoon Construction Association is leading in many areas that were brought forward during the conference.

Education

As many of you noticed with our course catalogue this year, the Saskatoon Construction Association has revisited its programming and embarked on a series of industry partnerships to offer new courses, new delivery methods and savings to our members. By continuing to capitalize on these opportunities and maintain the fundamental courses such as Blueprint Reading and Construction 101, we are constantly improving our ability to adapt to our members changing needs.

Young Executives

Over the last year, our Young Executives (YE) group has completely taken off. Initially, the Young Executives group was developed to make networking more approachable for younger members of our association. Now, the YE are providing long-term value to our member companies and helping individuals create lasting connections through regular networking events, industry tours, and new education opportunities such as their recent Employee Drug & Alcohol Awareness Training. As a board, we have no doubt that building the capacities of our Young Executives will ensure that we are building the next generation of the association.

Ourselves

Whether it's a renovation of our own space to enhance our productivity or revisiting our processes to ensure that we're serving our members best, I'm extremely proud of the way our association adapts to change. From creating meaningful partnerships with organizations like CANet to improve the services we offer you in the online plan room and with pre-bid, to forging relationships with new local leadership, we understand the importance of continuous improvement to serve you better.

Looking Back

While we as a board are extremely proud of the innovations we have made as an association, we haven't lost sight of the individuals who have gotten us to where we are today. At our Annual Member Gala in May, we inducted two such gentlemen – Darren McConnell from Humboldt Electric and Laird Ritchie from Ledcor Construction – into our Honorary Life Membership. Darren and Laird have made contributions to both the association and the industry as a whole. On behalf of the members of the Saskatoon Construction Association, I would like to take this opportunity to thank these individuals and all our members that have, and continue, to contribute to the success of our association and industry!

*Sincerely,
Dean Cochrane, President,
Saskatoon Construction Association*



SAVE THE DATES

Spring General Meeting – May 17

Fundamentals of Design Build Tutorial – June 8

YE Golf With a Mentor – June 15

Masters Classic Golf Tournament – August 11

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SLAYING DRAGONS: DEE-JACKS CUSTOM WELDING

By Megan Jane, Executive Coordinator, Saskatchewan Construction Association



Donny and Dean Jackow are brothers whose passion for industrial, mobile and creative welding is clear to everyone they meet. The pair established Prince Albert's Dee-Jacks Custom Welding Inc. in 2002. The homegrown business is known for custom services, with the ability to fabricate metal in-shop and on-site for anything from water treatment plants to one-of-a-kind ornamental products.

In March 2017, Dee-Jacks was featured on CBC's *Dragon's Den* with their latest creation, the BRAAAMP, which is a rocker-style loading ramp for a wide range of leisurecraft (sleds, quads, golf carts, etc.).

When asked about the idea, Donny explained that he recognized a series of problems associated with loading and unloading toys – injuries, insurance and storage payments on



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The BRAAMP was perfected in time to appear before the Dragons in Toronto.

trailers, less time on the sled and more time unloading – and he decided to find a solution.

“About five years ago, we started brainstorming to build something easier and safer,” continued Donny.

After many nights in the welding shop, and with some innovative help from

local farmers, the BRAAMP (named after the noise dirt bikes make) was born.

The decision to take what started as a hobby to the next level came when a relative informed Dee-Jacks that *Dragon’s Den* auditions were happening in Saskatoon. Spurred on by the producer’s excitement post-audition, the brothers began to fine-tune the product. The BRAAMP was perfected in time to appear before the Dragons in Toronto. There, they promptly received a deal from Michelle Romanow and Jim Treliving for \$150,000 for 10 per cent sales in their product until paid, and two per cent thereafter.

Apparently, the Dragons are not as intimidating as they seem on television. “They were all really friendly,” chuckled Donny. “Jim was really pumping P.A.’s tires!”

While Dee-Jacks is certainly reaping the business benefits of exposure, they don’t have any plans to deviate from their career path as welders. “The BRAAMP is a product by Dee-Jacks. We do many products,” Donny concluded. “My dream was to design products and sell them, not weld mufflers!”

To react to the demand, the brothers plan to “build Dee-Jacks by day and BRAAMP by night” and are considering a night-shift manufacturing facility to run separately from the day-to-day operations of Dee-Jacks.

The BRAAMP *Dragon’s Den* appearance can be seen online at cbc.ca. Dee-Jacks is online at dee-jacks.com. 



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GROWTH BY ASSOCIATION: THE VALUE OF GIVING BACK

By *Melanie Franner, DEL Staff Writer*

Information contained in *A History of Associations*, which was prepared for the Canadian Society of Association Executives (CSAE), suggests that there may be upwards of 70,000 associations registered in Canada. The vast majority are said to have registered within the past 10 years. An additional 4,000 charities, or thereabouts, are also registered each year.

These statistics show that not only do individuals feel the need to “give back” to help foster the future growth of their particular industries, but also that the value of associations is one recognized by a growing number of people.

“Associations help enrich lives through setting industry standards of quality, ethics, and safety; train our nation’s workforce; drive safety and sustainability standards; and draw on the wisdom and perspective of the collective so we can predict trends and seed progress,” states the American Society of Association Executives (ASAE).

The ASAE goes on to suggest associations are responsible for US\$50 billion worth of volunteer time, using the Independent Sector number that an hour of volunteer time is worth US\$20.85 to the economy.

On The Front Lines

Dave Kanciruk, president of Associated Asbestos Abatement,



Dave Kanciruk, president of Associated Asbestos Abatement, has seen the many benefits of associations through the years.

a division of Place-Crete Systems LP, describes his membership in associations as having been of significant benefit – to both the company and himself.

“I joined the Saskatchewan Construction Association in 2004, through the Regina Construction Association (RCA) primarily to gain access to the plan room,” he says. “But I have realized many other benefits over time.”

Kanciruk became a member of the RCA Board of Directors in 2008 and eventually president in 2011. He remained involved in both associations after he finished serving his term, continuing to be a member of the SCA Advisory Council.

“The biggest reason for my involvement is that I had been

working in the construction industry all of my life,” he explains. “I started in 1974 as a labourer, and I have made my living in the construction industry ever since. Throughout all of this, I have always felt that it was extremely important to give back to the community and, in this case, to the group that provided me with my livelihood.”

This commitment to industry has served Kanciruk and Associated Asbestos Abatement well over the years. Through the relationships he built within the different associations, Kanciruk was able to expand his business and his professional network, and to form more personal relationships with many individuals also involved within the industry.

“I strongly believe that the relationships I garnered through my involvement with associations have garnered me more work for the company,” he says. “I also believe that the recent purchase of my company by Place-Crete Systems was a direct result of my involvement with associations. Essentially, my association work has provided me with an exit strategy.”

Westridge Construction Ltd. is another company that has realized the benefits of association membership. The company is an active – and long-term – member



"Membership keeps you in touch with who is working in the province, what jobs are coming up, legislative changes - and more," says Dan Neuls, field operations manager at Westridge Construction.

of the SCA. Its president and general manager, Leon Friesen, will be inducted as a lifetime member into the Regina Construction Association later this year.

"You almost have to belong to the association if you're going to get into the construction industry," says Dan Neuls, field operations manager at Westridge Construction. "I believe that our involvement in various associations has definitely helped us grow over the years."

Neuls suggests that there is a multitude of advantages to being a member of an industry trade association, not the least of which is fostering the flow of information.

"Membership keeps you in touch with who is working in the province, what jobs are coming up, legislative changes - and more," he notes. "They have a very important role in our industry and I believe that will continue to be the case."

First and Foremost

According to an article from ASAE entitled "Visions for the Future of Associations", associations will

continue to play a central role in industry. *Associations Now* Past Editor Lisa Junker identified four key areas that would suffer significantly if associations were to disappear from the face of the earth.

First, she said, advocacy would pale in comparison to its role today. "Associations would no longer step forward as knowledge resources for legislators and regulators; they would also no longer be there to fight for or against legislation that could impact a particular profession or industry."

Junker also suggested that education and certification - both vital to the continuing growth of the industry - would be overtaken by for-profit companies that would "spring into the void".

She was also quick to add that awards and recognition programs would also morph into the hands of for-profit organizations, giving up its rich history as being among the oldest and most prestigious programs in existence.

And the all-important networking afforded by today's associations, added Junker, would be lost, to be replaced by those operated through individuals and/or various forms of electronic media.

If associations were to disappear tomorrow, many of the important roles that they play within today's industries would be assumed by other groups and/or individuals, concluded Junker, which would change the very essence of their roles.

Working together for industry progress may no longer be the overriding goal in a future without associations.

But for now, at least, the value of today's associations is one appreciated by most people.

"I think advocacy is currently a huge role of associations," says Kanciruk. "I believe that most companies don't realize what SCA does for them in this area in particular. The SCA is a direct voice to the provincial and federal governments. In my time with the SCA, I have been able to sit in meetings with cabinet ministers and voice concerns for my industry."

Kanciruk alludes to the vast amount of work being done behind the scenes by the SCA and other like-minded associations.

"Associations are involved on a city, provincial and national level of government," he says. "Information flows from the RCA to the SCA to the Canadian Construction Association - it's all connected."

And Kanciruk is quick to add that associations will continue to be needed in the future, albeit perhaps in different ways.

"I think their role is evolving," he concludes. "Because of how quickly information is passed on, whether through various online services or other means, communication has become instantaneous. There is so much information out there and not all of it is correct. I believe that it's important for our associations to be able to sort through this mass of information and filter out the correct information and then pass it along to members. Doing so will also serve as another way for associations to be more up and front and centre and showcase their value - to both the initiated and uninitiated." 



MORE PROJECTS, MORE OPPORTUNITY: PROVINCIAL BUDGET SETS NEW HIGH FOR CAPITAL SPENDING

By Reagan Reese Seidler, Director of Strategy & Engagement, SaskBuilds



The focus of this year's provincial budget is meeting the challenge posed by weakened resource revenues.

It's a challenge the construction sector has faced as much as anyone.

In the lead-up to budget, groups like the SCA urged the provincial government to build now, rather than later, to stimulate the economy while oil and potash prices recover.

Public reports from experts like CMC Saskatchewan and The Conference Board of Canada said the same. Even CUPE, days before budget, released its own report showing that out of all possible options for government

spending, investing in infrastructure has the highest possible economic impact.

Those calls were answered with the largest single-year capital commitment in Saskatchewan's history.

Breaking a record set last year, the Government of Saskatchewan will invest \$3.5 billion into infrastructure. It's a move that's good for the economy, says Paul Martin, local business commentator and chair of Martin Charlton Communications.

"Ultimately, capital is one of the critical factors in not just creating economic activity, but in fact building

a larger platform that the economy can operate on," Martin says. "The price of oil goes up and down. But capital, when you invest it, doesn't go away. Once it's put in place, it permanently elevates the platform of the economy."

For the second year in a row, the Highways budget will top \$1 billion. It continues construction of the Regina Bypass, an effort that has already involved nearly 100 local companies and will see overpasses opening this fall.

It also carries on work for the Martensville and Warman overpasses,

twins Highway 39 from Estevan to Bienfait, finishes twinning on 16 from Saskatoon and Clavet, and puts millions into northern transportation.

It was a budget “applauded” by the heavy construction sector, with the SHCA noting it “sends a positive message to industry.”

Education is also seeing a capital injection. Budget day began the 100-day countdown to the finish of 18 P3 schools, with over 70 per cent of companies involved from Saskatchewan. The budget also provides for planning two new schools in Rosthern and Weyburn, \$43 million in maintenance work, and \$21 million for post-secondary institutions.

One of the province’s largest builds at present is the new hospital in North Battleford. \$155 million is budgeted this year to continue the Graham-led project, expected to finish in summer 2018. Other health projects include electrical upgrades to Regina hospitals, \$15.5 million for continuing work on the Children’s Hospital, and \$6.7 million for construction of the Leader Integrated Health Facility.

More than \$279 million is going into municipal infrastructure, like Saskatoon’s new bridge.

And of course, the biggest investors are the Crowns.

SaskPower, in the midst of major moves to upgrade its transmission systems and move to renewable power, is expected to put \$1.3 billion into infrastructure this year.

SaskTel projects its own investments of about \$300 million representing upgrades to wireless networks and further roll out of high-bandwidth broadband service.

Adding in projects by SaskEnergy and SaskWater, Crowns are looking at investments worth more than \$2.1 billion.

“Solid capital investment will help Saskatchewan meet the challenge of a growing province, and strengthen the economy now and in the future,” said Finance Minister Kevin Doherty on budget day.

It’s a perspective that has SCA approval.

“As private sector work picks back up in late 2017 as anticipated by our forecast, ongoing public sector projects will help sustain the industry while delivering an excellent value to taxpayers,” says Manager John Lax. “Regardless of the price of oil or potash, infrastructure is critical to getting the products that drive the Saskatchewan economy to the global market we rely on.”



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THE ROADS NOT TAKEN: A LOOK AT SASKATCHEWAN'S ECONOMY & BUDGET

By John Lax, Manager, Saskatchewan Construction Association

By any measure, the Saskatchewan Party is the one of the most popular governments in Saskatchewan history and on March 22, 2017 they faced their first genuinely tough decision in a decade in power. A year after their third election win – a second straight landslide (capturing 62 per cent of the popular vote and 51 of 61 seats) – the party released a difficult budget.

Whether one supports the SaskParty or not, there is no denying they have had the good fortune of global economic tailwinds for the overwhelming majority of their tenure in government. A boom in global development drove unprecedented resource prices.

Consequently, Saskatchewan's resource-based economy boomed – attracting investment, jobs, increased business and consumer spending, and development beyond anything the province had ever experienced.

Through the boom years the government focused on infrastructure development, service delivery and tax cuts in an attempt to create an economic environment that could sustain growth and momentum in the long run. In doing

so, they drove the provincial budget from \$7.4 billion to \$14.8 billion in a decade.

Much of that spending was used to close an obvious infrastructure gap created by years of low investment. Further spending helped manage the needs of rapid population growth which was putting stress on infrastructure.

The Road to Here

However, all governments with excesses of cash face the same problem: it gets very difficult to say, “no.” To anything.

And the SaskParty was no exception. Every dollar a government allocates in one place is a dollar that cannot be allocated elsewhere. We can spend on healthcare or roads, but not both unless we are willing to commit future dollars to debt repayment down the road.

There are differing theories and philosophies about governments taking on debts or resetting tax rates. The government of Saskatchewan has spent a decade almost exclusively reducing taxes – a fact they are very proud of.

However, by fiscal 2016-17 the

Saskatchewan Party found itself staring down the barrel of a \$1.2 billion deficit. Their primary failure leading to the deficit was largely just optimism that the economy – and possibly the boom itself – could be sustained indefinitely.

Alas, crippling geo-political and environmental events brought down the Saskatchewan resource boom which, in turn, dried up industrial and commercial investment, cost jobs and sapped consumer confidence.

A 2011 tsunami triggered the Fukushima nuclear reactor disaster, reducing global prices and demand for uranium.

Potash prices have plummeted from record highs on Russian producers abandoning the global cartel and slowed Chinese demand. It appears that China – the world's largest buyer – was overpurchasing and has significant reserves, which will depress prices for the foreseeable future.

Finally, oil prices collapsed on a myriad of factors, including a slight global oversupply and a Saudi Arabian long bet on renewable energy that required they stifle the booming American shale gas sector.

In each case, Saskatchewan's resource sector has been caught up in global events well beyond local or national control. There is little reason to believe that current resource prices will substantially improve in the near or medium terms.

The Crossroads of Today

This is the setting for a budget in which the SaskParty had to decide whether to reduce services, increase taxes, take on significant debt, or some combination thereof.

What the government chose to do was adopt a combination of all three, running a \$685 million deficit while increasing and expanding the base of the PST, and eliminating or reducing services both directly and through broad funding cuts.

Even if the plan works, the government has already paid a price for one of the biggest tax increases in Saskatchewan history as support declined while critics highlighted the human impacts of cuts. Perhaps these effects will be temporary.

In the meantime, business and the public are left to sort out the changes.

The 2017-18 Saskatchewan Provincial Budget increased the PST by one per cent to six per cent and expanded the base by eliminating several key exemptions, including:

- Construction services
- Used vehicles
- Children's clothing
- Restaurant food

The budget also increased taxes on liquor and tobacco products.

The government argues these increases will be offset by 0.5 per cent reductions in personal and corporate income taxes in July 2017 and July 2019, for a total one per cent reduction on all Saskatchewan income tax when fully implemented.

Beyond direct tax increases, the government lowered expenses with a series of cuts including:

- An ordered 3.5 per cent reduction in staffing costs across government
- Shutting the long-suffering Saskatchewan Transportation Company (STC)
- Cutting grants in lieu payments to municipalities
- Cutting funding to several agencies and boards, Meewasin Valley Authority for example
- Cuts to library spending
- Cuts to certain specialized health services

The impact of many of these cuts will only be felt as the agencies responsible determine how they will make up the shortfalls.

Ultimately, the government expects to run a \$685 million deficit – including a \$300 million contingency fund – on \$14.8 billion in spending and while retaining \$3.7 billion in planned capital infrastructure investment.

Some criticism has been made of the province's use of \$56.25 as an average price assumption for oil in 2017. Although it is at the top end of the projected range, it's a perfectly sound assumption.

The Road from Here

In the end, cuts and taxes can't save the Saskatchewan economy.

For the construction sector, the key issue has been the application of PST to construction services which drives up the cost of every new job by roughly 2.2 per cent to 4.8 per cent depending on the specifics of the project.

This amounts to a tax on growth, increasing the cost of everything, including new builds, renovations, industrial facility development, and new homes. The SCA opposed this on the grounds that the Saskatchewan recovery was fragile enough that anything risking investment should be avoided.

Saskatchewan's economy was already projected to grow at 1.7 per cent in 2017 with similar rates going forward. The risk now is that dampened investor and consumer confidence will slow this rate – although it's unlikely to return to negative numbers.

The fact is, Saskatchewan's best days are still ahead of it, and what the economy needs is for investors and consumers to recognize that even at \$55/barrel oil and \$200/ton potash, the province can be successful.

This budget runs a significant deficit for the combination of tax increases and spending cuts it delivers and is unlikely to help improve confidence. At the same time, the global market critical to our resource economy is strengthening.

So, while we do not believe the budget hit all the right notes, and we're concerned about the economy, we hope our concern is misplaced. We believe in the future of this province, and there is a chance time will show the decisions made in this budget to be wise and successful. 🏠



FEDERAL INFRASTRUCTURE INVESTMENTS IN SASKATCHEWAN CONTINUE TO BUILD

By the Honourable Amarjeet Sohi, Minister of Infrastructure and Communities



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When our government took office, we did so with a commitment to doubling infrastructure investment across Canada and working in partnership with our municipal, provincial/territorial, and indigenous partners to deliver this historic level of funding.

Budget 2016 saw the first step of this plan take shape with over \$236 million in combined funding made available for the province of Saskatchewan through two programs introduced as part of Phase 1 of our infrastructure plan: the Clean Water and Wastewater Fund (CWWF) and the Public Transit Infrastructure Fund (PTIF).

For Regina and Saskatoon, PTIF funding is supporting projects that provide new buses, upgrade shelters, improve accessibility, and support planning, designs and studies for future improvements for their public transit systems. Funds are also helping replace conventional buses in Moose Jaw and upgrade the Prince Albert transit fleet.

Under the CWWF, communities across Saskatchewan are benefiting from investments that replace or upgrade wastewater lagoons, improve water treatment plants and upgrade sewage systems. These projects will

ensure that residents across the province have confidence in the reliability and effectiveness of their community water and wastewater systems.

Recently, my colleague Minister Ralph Goodale demonstrated our government's commitment to Saskatchewan further when he announced, alongside the provincial government, \$64.2M in combined funding for five highway rehabilitation projects in the province. Over 220 kilometres of highway will be resurfaced, which will help reduce long-term costs and support the agriculture and natural resources sectors, all while creating crucial construction jobs today.

And all of these investments are in addition to more than \$59.1 million made available to Saskatchewan municipalities each year through the federal Gas Tax Fund.

In March, Finance Minister Morneau presented Budget 2017, the next step in the Government of Canada's ambitious plan to make smart investments that will help grow the economy and build stronger communities.

The budget unveiled details of our 12-year \$186 billion plan to support public transit, green and social infrastructure, trade and transportation, and rural and northern communities. This historic commitment to infrastructure will benefit Saskatchewan and Canada by:

- Investing in a broad range of infrastructure projects that meet the unique needs of rural and northern communities;
- Investing in faster, more efficient public transit systems that will help people get to work on time, and at

the end of a long day, back home faster to their families;

- Helping communities become cleaner and less reliant on sources of energy that pollute the air, harm the environment, and compromise our health;
- Building more cultural and recreational centres, as well as improve access to public spaces that contribute to vibrant and healthier communities; and

- Making it easier for hard-working Canadians to find safe and affordable places to live – with quality and affordable child care, and better support as they age.

By investing in infrastructure now—in the projects Canada needs and the men and women who can build them—we can strengthen and grow the middle class, create good well-paying jobs, and make Canada an even better place to call home. 🏠



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IMPACT OF THE FEDERAL BUDGET

By Bill Ferreira, Vice-President, Government Relations & Public Affairs, Canadian Construction Association

On March 22, the federal government presented its latest budget which is more of a clarification rather than a new document. With so much uncertainty in the U.S., the federal government has decided to limit new initiatives. Changes to existing programs, while directional, have very little new money attached to them.

Deficit and Debt

The projected deficit will hit a peak of \$28.6 billion in 2017-18 before falling slightly over the next five years. As a measure of debt-to-GDP, the federal government is expected to maintain a 31.6 per cent level for the next two

years before the ratio begins to fall again to 30.9 per cent by 2021-22.

Infrastructure

There was no new money announced in the budget, but a few additional details were released regarding Phase 2 of the infrastructure program. First, the new funds will require the signing of new framework agreements with the provinces and territories. These are expected to be finalized by the fall of 2017.

Second, the funding formula for Phase 2 is changing, with the federal government now only covering 40 per cent of estimated costs for projects

with a municipal or private, not-for-profit partner; 50 per cent for projects involving a provincial government; and 75 per cent for projects involving indigenous communities or the territories.

Innovation

Budget 2017 also makes available \$950 million to support innovation across Canada in seven superclusters, including infrastructure and transportation.

Skills Development and Training

This year's budget announced the creation of a new organization that



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\$ million	CWWF		PTIF		NBCF		NBCF - Small Communities	
	Allocated	Remaining	Allocated	Remaining	Allocated	Remaining	Allocated	Remaining
AB	132.3	64.4	345.3	1.9	260.5	587.2	93.2	0.9
BC	222.8	2.3	460.0	0.0	642.1	557.9	107.9	1.1
MB	49.0	46.2	53.0	29.9	140.4	527.5	35.9	10.7
NB	76.8	2.6	8.7	0.0	326.0	28.3	29.6	9.8
NL	70.6	0.0	2.4	2.6	169.7	144.4	10.1	24.8
NW	49.1	2.6	0.3	0.0	72.0	0.0	111.3	74.8
NS	86.0	0.0	29.5	2.7	122.8	261.0	14.2	28.4
NU	36.7	14.7	0.0	0.0	93.7	200.6	26.6	--
ON	66.6	503.1	754.7	645.3	100.0	2,300.0	268.7	3.3
PE	16.4	39.2	0.7	0.0	24.4	224.9	3.2	24.5
QC	217.8	145.9	153.2	770.5	1,600.0	1,600.0	19.9	157.0
SK	47.4	41.9	28.7	0.0	177.6	215.4	16.8	26.4
YK	51.4	0.0	0.9	0.0	69.2	187.4	--	--

(CWWF) Clean Water and Wastewater Fund (PTIF) Public Transit Infrastructure Fund
(NBCF) New Building Canada Fund (NBCF-Small Communities) Fewer than 100,000 residents

will work with the private sector, educational institutions and the not-for-profit sector to identify employer-demanded skills, explore new approaches to the delivery of skills training and share information and analysis to inform future training investments. Budget 2017 will invest \$1.8 billion over six years to expand the labour market development agreements, plus an additional \$900 million over six years to create new

workforce development agreements which will replace the previous labour market agreements (LMA) for EI-ineligible unemployed.

A \$73-million co-op placement fund has also been established to encourage employers to take on students studying in STEM fields. Mitacs – a national, not-for-profit organization that has designed and delivered research and training programs in Canada – will receive \$221 million in

support to help fund the placement of students in post-secondary and graduate level studies to obtain work experience within the private sector.

The budget also signals that further changes are coming to the express entry system to facilitate the entry of immigrants in high demand in Canada. The temporary foreign worker program will also be amended to improve the pathway for temporary workers to acquire permanent residency. 🇨🇦

These are but a few of the most significant highlights. For more information, download CCA's budget briefing PDF from <http://www.cca-acc.com/wp-content/uploads/2017/03/2017FedBudgetEN.pdf>



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Interest Grows In Skills Competition

By Melanie Franner, DEL Staff Writer

The 2017 Saskatchewan Skills Competition has proven to be another huge success – for students and industry alike. Held on April 6th and 7th at the CNH Training Centre in Saskatoon and at the Saskatchewan Polytechnic’s Saskatoon Campus, the event drew some 480 competitors – each vying for a spot at the National Skills Competition.

The 480 competitors were a mix of high school and post-secondary students. The competition brings together a number of the best high school, post-secondary students, apprentices and other young people in training programs to

showcase each individual’s skills and knowledge within the skilled trades.

“Our goal is to get young people into the trades,” says Al Gabert, executive director of Skills Canada Saskatchewan. “We want to get young people thinking about enrolling in trades and apprenticeship programs, to get them to see the value of becoming tradespeople.”

According to Gabert, the provincial competition in Saskatchewan is in its 19th year. And awareness of the program has been growing steadily.



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"In the last five years, we went from having 345 competitors to 480 this year," he says.

Gabert attributes the growth to a combination of increased awareness of the program and expansion into the post-secondary area. For example, he cites about 30 of the total 39 competitive areas to be geared to high-school students and about 27 to post-secondary and apprenticeship trainees.

"There's some overlap between the two areas," he says, quick to add that the requirements for the two remain distinct. "The competition provides a venue for youth in our province to compete against other Saskatchewan youth at a skilled trade or technology that they have been working on during the year. The intent is to promote each individual as a possible employee for companies and industries in Saskatchewan and to encourage them to complete their course work or apprenticeship. This is our future workforce."

The 39 different competition areas cover a range of skills from brick masonry, cabinet making, CNC machining, plumbing, architectural technology and design, automation and control, industrial mechanic-millwright, heavy-duty equipment repair, mechanical CADD, precision machining, robotics, sheet metal work, steamfitter-pipefitter, welding, etc. The list goes on. And each competition involves a pre-set number of competitors.

"The number of competitors for each area varies," Gabert notes. "This year, for example, we had 24 individuals compete within carpentry, 20 for graphic design and 16 for baking."

The Big Day

The 480 Saskatchewan competitors participated in this year's Provincial Skills Canada Competition from 7:30 in the

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morning until 4:30 in the afternoon. The assignments themselves varied according to the competition area. The task for would-be carpenters, for example, sometimes involved construction of a gazebo. Last year, it was construction of a sand box.

“Individuals had to showcase their ability to read and follow blueprints, to make angled cuts, drill, screw, etc.” explains Gabert, who refers to the task of 2017. “Of course, the requirements are different for the high-school students and the post-secondary ones.”

The competition ended at 4:30, at which time the judges got involved and began marking. As per usual, the awards ceremony followed the banquet dinner and guest speakers. Three awards per competition area were given out, with only the gold medal winner being invited to become a member of the 2017 Team Saskatchewan and to participate at the Skills Canada National Competition.

Added Bonus

This year in particular marked a special point in the Skills Canada Saskatchewan

Competition in that the Saskatchewan Construction Association (SCA) and Saskatchewan Government got involved in a big way.

The Government of Saskatchewan proclaimed the first-ever Saskatchewan Construction Week during April 3-7, 2017. The premier event was created in celebration of the important economic and social contributions made by the province’s second-largest private sector. Mark Cooper, president and CEO of the SCA, helped kick off the event with a launch breakfast on April 3rd. Cooper was joined by the Honourable Jeremy Harrison, Minister of Economy, Government of Saskatchewan, along with other partners.

“Having other organizations like the SCA get involved in promoting the Skills Competition has been fantastic,” says Gabert. “Having the construction trades participate has really helped raise awareness and, as a result, the level of competition.”

And The Winner Is...

Skills Canada Saskatchewan is but one part of a world-wide competition

designed to promote the trades. Gold medal winners of the Saskatchewan event are invited to attend the Skills Canada National Competition. This national event is held from May 31st to June 3rd of this year, which will take place at the RBC Convention Centre in Winnipeg.

From there, it’s a hop, skip and a jump to the bi-annual World Skills Competition. The 2017 event will take place in Abu Dhabi in the United Arab Emirates. The next World Skills Competition will take place in Russia in 2019.

“Last year, Team Saskatchewan won 20 medals at the Skills Canada National Competition,” says Gabert, who adds that the winners included six gold, six silver and eight bronze medals. “And we have five competitors in the 2017 World Skills Competition. One in electrical, one in graphic design, one in web design, and two in robotics.”

All the winners of the 2017 Saskatchewan Skills Competition deserve heartfelt congratulations for work well done. The cream of the crop (gold medal winners) will be invited to try their hand at the Nationals – and every second year the gold medal winners at the national competition are invited to become part of Team Canada to participate at the World Skills Competition.

But, in the end, it’s the province of Saskatchewan that becomes the big winner. Hopefully, all 480 participants of this year’s competition will have recommitted to their industry of choice and have become all that more dedicated to a future career in the trades. 🏠



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TOGETHER WE STAND – AND DELIVER

By Melanie Franner, DEL Staff Writer

There's a Cree word that roughly translated means "Let's all be together". It's a word that may not necessarily roll off everyone's tongue but it is one that is more than appropriate to describe the deep, underlying sense of community that is the very foundation of the new facility being built in Saskatchewan's North Central community.

The Mâdawêyatitân Centre, whose name was chosen by the indigenous elders of the inner-urban neighbourhood, will be a new facility that provides access to needed services, programs and resources, while also servicing the community itself.

New Beginnings

When the doors open in May of this year, the Mâdawêyatitân Centre will be home to a number of entities – all of which will use the space collaboratively to provide effective and integrated programs and services. Tenants will include Scott Collegiate; a child-care facility; Regina's Public Library's Albert Branch; North Central Community Association; Regina Indian Community Awareness Inc.; city recreational complex; community policing centre; and the neighbourhood food store provided by Regina Education Against Child Hunger.

The building's unique design will allow each tenant access to shared space and amenities, resulting in more usable space than if each partner were to build stand-alone facilities.

"The whole point behind the Mâdawêyatitân Centre is to offer a shared facility," explains Chris Roszell, architect and associate at P3Architecture Partnership, the firm charged with designing the building. "It's not a co-located facility, of which there are many. This is an example of real, cross-

culture use between all the groups based there. It's a unique concept, one that we've haven't seen before."

According to Roszell, design on the new centre began in 2011 and went to tender at the end of 2014.

"It is very unusual to have a three-year design period," he says. "We did experience a six-month pause for budgeting reasons, but a lot of the overall time was spent in conversation with the different groups that would be based there. As they were developing their programming, we were developing the design."

Roszell describes the 100,000-square-foot building as "simple in design".

"It will be used as a school during the day, and about 70 per cent of the rooms will be bookable by the community during the night," he explains. "We created very flexible spaces that can be used for multi-purpose programs. It was all about shifting spaces, about versatility and flexibility."

One of the key features of the new facility will be the "commons" area. According to Roszell, almost all of the classrooms and program areas will spill out into the commons. Glass doors will broaden the spaces even more.

Dollars and Sense

The new centre comes at a cost of \$42.2 million. Regina Public Schools, with the support of the Government of Saskatchewan, has kicked in \$31 million. The City of Regina has provided \$8.8 million, and the Regina Public Library \$2.5 million.



“The Māwawēyatitān Centre is a beautiful, grand building with new and improved spaces for programming and services,” says Sandra Bellegarde, integration coordinator for the new facility. “The new building allows the partners to imagine expansion of existing programs and initiate new, integrated programs that they would otherwise be planning and implementing on their own.”

Bellegarde is quick to add that the excitement for the new facility has been building steadily.

“The possibilities in the new centre are endless, and we plan on tapping everyone’s strengths to provide quality programs and services to everyone we serve in the Māwawēyatitān Centre,” she says. “The partners have been working together and with the community for over a decade on this project, and their excitement at finally being able to open the doors can hardly be contained.”

Challenges Overcome

Creating a shared facility for multiple tenants is no easy task. But the hard work and collaboration that went into the facility pre-construction has paid off.

“This has been one of the smoothest projects anyone on the project has ever been involved in,” Roszell says. “It’s a traditional design/build project but it had a suitable budget and a suitable time frame. I think the big thing was that it has the right people involved. Everyone from the owner to the contractor to the tradespeople has put their heart and energy into this to make it work. And they’ve all done a great job.”

Bellegarde speaks to the work achieved before the shovels hit the ground.

“We needed to learn about each other’s programs and services, immerse ourselves in collaborating on the development of policies and procedures for our new home in the centre, and most importantly, each partner needed to shift their thinking in terms of doing business differently while still accomplishing their organizational mandate,” she explains. “The shift in philosophy to an integrated approach has many benefits, such as building capacity, access to human resources, and expansion of programs and services.”

This pre-planning and shared knowledge has helped to create a greater sense of community among the tenants themselves.

“We have been learning and working together over the last 10 months, reviewing program overlap, but also looking at creating new programming that integrates all facets of the community together – academic, social, recreational, healthy living,” adds Bellegarde. That’s what’s unique about this building. It’s not just bringing groups together; it’s working together to provide effective and integrated programming to the community.”

A New Tomorrow

With the theoretical and physical construction of the Māwawēyatitān Centre nearing completion, the community is preparing itself for exciting times ahead.

“We will know we achieved the centre’s vision of effective integration when we hear from the community that they feel and sense a wholeness within the facility – a seamlessness in which everyone works together,” concludes Bellegarde. 🏢

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CONSTRUCTION INDUSTRY OUTLOOK

By Doug Elliott, publisher, Sask Trends Monitor

There are two kinds of statistics that shed light on the state of the construction industry in Saskatchewan. Most describe the situation in the recent past. The most up-to-date of these are the figures on employment and earnings.

Others are more forward-looking and are called leading indicators because they provide information about what might be coming rather than what has already happened.

- The value of building permits issued by municipal governments provides a short-term outlook – typically for activity within the next 12 months.
- An annual survey of capital investment intentions conducted by Statistics Canada provides a longer-term picture – typically one to two years.

This article provides a short-term outlook for the industry based on an examination of these three statistics.

Construction Employment

Employment statistics are a good indicator of the current state of the industry.

Figure 1 shows that, broadly defined to include all kinds of construction, average monthly construction employment grew by an average of 8.7 per cent per year from 2007 to the peak of 57,200 persons in 2014.

Employment dropped slightly in 2015 and then sharply in 2016 – the equivalent of 5,000 persons lost a construction job last year. The decline was most pronounced in building construction and trade contracting firms; employment in heavy construction actually increased in 2016. The decline was widespread within the province with declines in six of the seven economic regions used by Statistics Canada. The only increase was among residents of the Yorkton/Melville area.

Employment is still falling in early 2017 but at a slower pace. This typically means that we are near the bottom of the downturn.

After increasing more than expected in 2016 with a six per cent increase, wage rates are falling. The average hourly wage rate in early 2017 was down by four per cent.

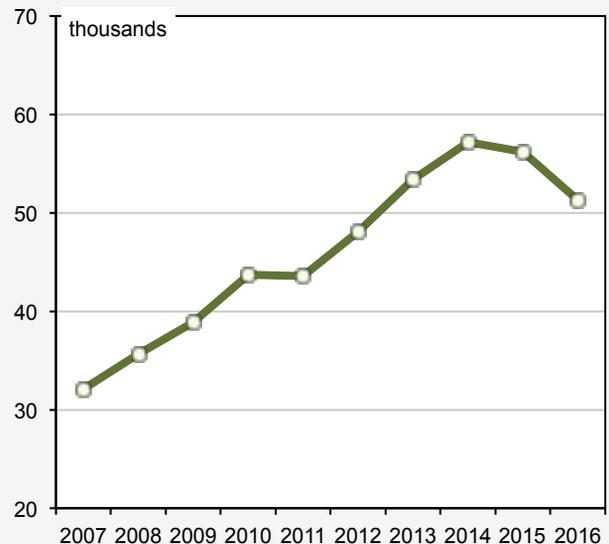
In a nutshell...

Construction employment fell sharply in 2016 but there are signs that we are near the bottom of the downturn.

Non-residential building permits in 2016 fell from the record-setting levels in 2015 but are still high relative to the long-term average

Over the longer term, total capital investment for the construction of new fixed assets will, after two years of double-digit declines, increase in 2017.

Figure 1: Employment in the Construction Industry (residential, non-residential, and heavy combined), Saskatchewan



Building Permits

The value of building permits issued by local governments is a good short-term leading indicator for non-residential building construction projects.

The substantial growth in the value of non-residential permits issued in the last 10 years is shown in Figure 2. In 2015, the value of permits issued was at a record-setting \$1.709 billion. This is double the \$781 million in 2007. Some of the growth will be from price increases but construction activity was clearly increasing and the industry was working flat out.

With a record level in 2015, the percentage decline in 2016 is exaggerated. The \$946 million in permits issued in 2016 is, in fact, only slightly below the five-year average from 2010 to 2014.

Figure 3 shows a breakdown of permits into three categories. The commercial category typically accounts for the majority of permits but the government/institutional group has been substantial in recent years. From 2010 to 2015, all three showed growth whereas all three showed declines in 2016:

- a drop of 40 per cent for commercial buildings;
- a drop of 55 per cent for industrial projects; and
- a drop of 48 per cent for government and institutional buildings.

Typically about two-thirds of activity takes place in one of the two large urban centres in the province. The 2016 decline was in all three geographic areas:

- a drop of 33 per cent in Regina;
- a drop of 39 per cent in Saskatoon; and
- a decline of 63 per cent outside the two cities.

In summary, non-residential building permits are falling from the record levels in 2015 but are still relatively high compared with five or 10 years ago. The decline in 2016 was broadly based, affecting all kinds of projects and all areas in the province.

There is still no sign of recovery in building permits issued in late 2016 and early 2017. That means the short-term outlook is poor.

Capital Investment Intentions

Once a year Statistics Canada surveys governments and businesses about their actual capital investment in the

past year and their intentions for the next year. The most recent survey was conducted from November 2016 through January 2017 and covers investment intentions for 2017. This is a longer-term and more comprehensive view than the one provided by building permits data.

The survey was conducted during a period when oil prices were starting to recover from the lows and were near US\$50/barrel so the economic climate was a bit more upbeat than in the recent past. Capital investment in the

Figure 2: Value of Non-Residential Building Permits, Saskatchewan

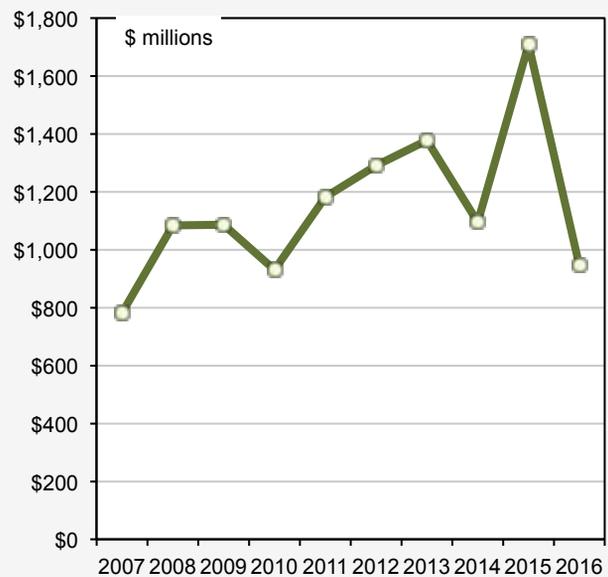


Figure 3: Value of Non-Residential Building Permits by Category

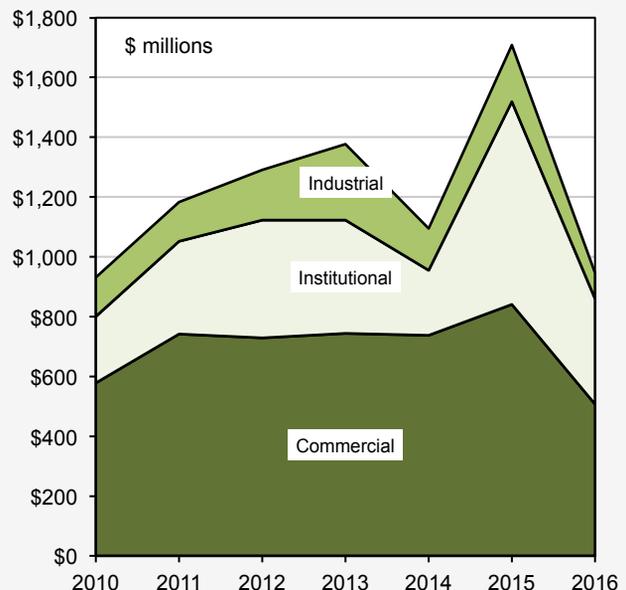
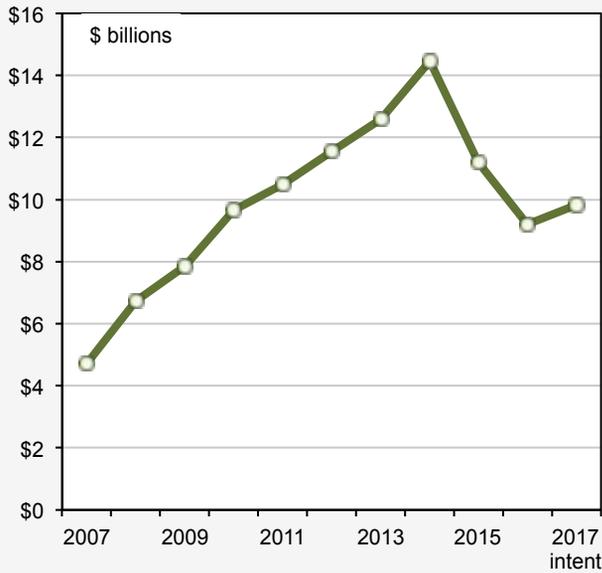


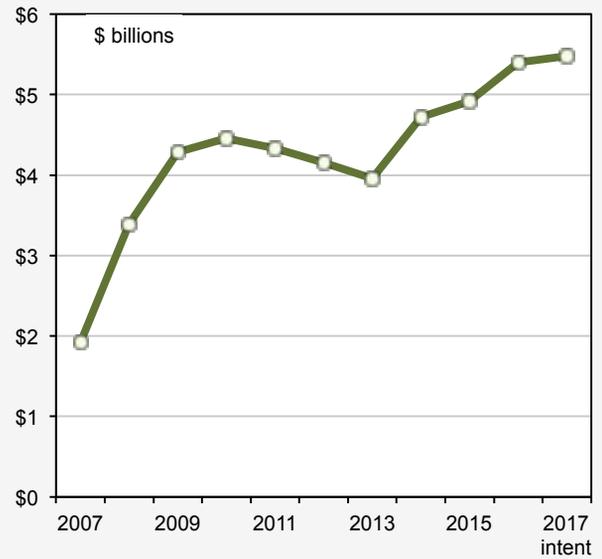
Figure 4: Total Capital Investment in New Fixed Assets, Saskatchewan



construction of new assets was projected to increase to \$9.8 billion after double-digit declines in 2015 and 2016 (see Figure 4).

The outlook for non-residential building construction is much more positive than these headline figures

Figure 5: Capital Investment in New Fixed Assets Excluding Mining/Oil/Gas



would suggest. Fully one-half of the investment in Saskatchewan is in the mining and oil patch, and the slump in 2015 and 2016 was confined to these industry groups. Removing them results in Figure 5, which shows capital investment of \$5.5 billion in 2017 – the fourth year in a row for an increase.

Not all of the \$4.9 billion will be for the construction of buildings. Figure 6 shows that a high proportion will be in industry groups where the majority of work will be heavy construction such as highways in public administration or pipelines and power lines in the utilities sector.

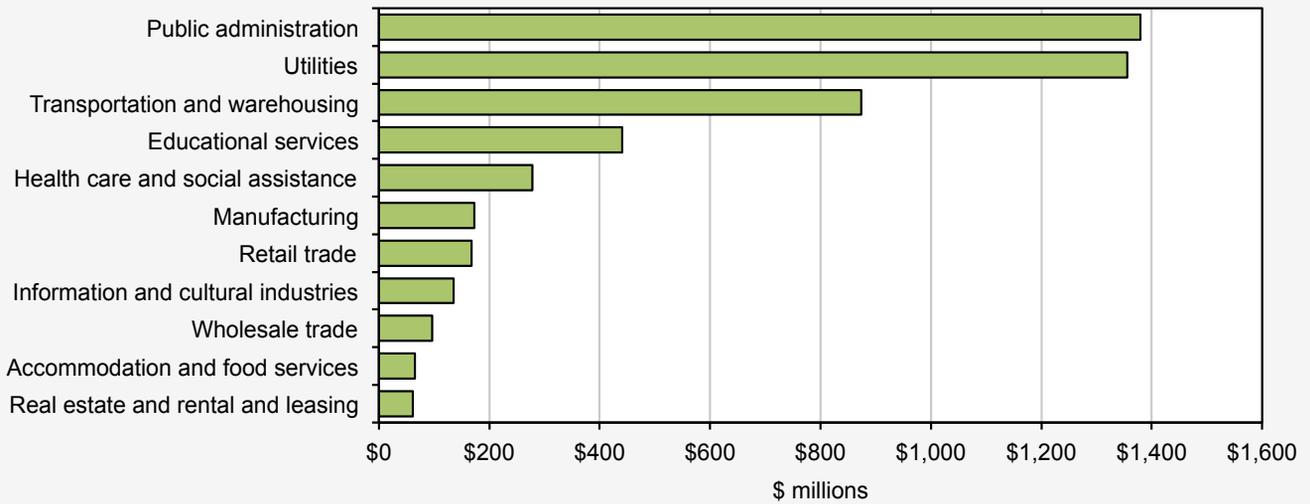
Nevertheless, we can expect \$1 to \$2 billion for non-residential building construction in other sectors such as manufacturing, retail trade, health, and transportation.

Summary and Outlook

The statistics describing the situation in 2016 are uniformly gloomy but there are signs that we have reached the bottom of the economic cycle. Figuring out when a slowdown is over is just as hard as figuring out when a winning streak has peaked, especially when so much of economic activity is driven by something as nebulous as business and consumer confidence. One indication is that, at the bottom of a trough, the annual year-over-year changes will switch from negative to positive, or at least to smaller negative ones. This is starting to happen to some the statistics about the construction industry so there is reason to be optimistic.



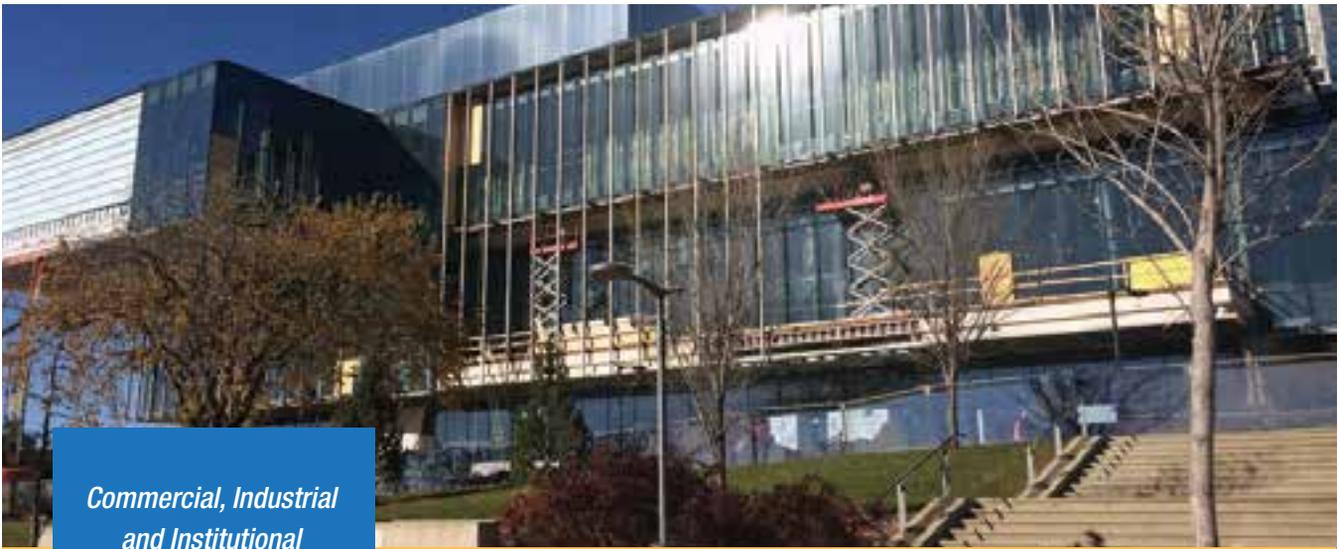
Figure 6: Capital Investment in New Fixed Assets by Industry Group, 2016 (excluding Mining/Oil/Gas)



Total capital investment will increase in 2017 after two years of sharp declines. The lag between investment intentions and construction activity suggests that there will be substantial work for non-residential firms in late 2017 and 2018.

The negative aspects of provincial government restraint evident in the recent budget will dampen activity in 2017 and 2018. Hopefully, these tax increases will slow rather than reverse what looks to be the start of a recovery.

Source: Sask Trends Monitor from the Statistics Canada data.



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LIENS AND TOOLS TO SECURE PAYMENT

By Kevin Miller, Associate, Miller Thomson LLP



Contractors and subcontractors increasingly find themselves staring at unpaid invoices and thinking about the most effective means of securing payment. Depending on the amount of the invoice, a Builders' Lien, a Statement of Claim at Queen's Bench Court, or a claim through Saskatchewan's Small Claims Court can be effective methods of getting amounts owed.

If the amounts owing are smaller, and there is someone in your company who can dedicate a bit of time to the process, a claim at Saskatchewan's Small Claims may be the push needed to get invoices paid. The Small Claims limit has recently been raised to \$30,000. The benefit of using this process is that after a demand letter and filing a claim, the debtor is forced by Summons to attend a Case Management Conference at the Provincial Court House. There is a party in a mediator-type role (usually a justice of the peace) who will help you try to settle the dispute. If the debtor fails to attend, or if you are successful at a small claims trial, you will get a judgment which can be registered at the Court of Queen's Bench and enforced like any other judgment. The sasklawcourts.ca website has good guides on the process of filing a claim through

the Provincial Court's Small Claims Court.

One of the most effective means to secure payment of outstanding invoices – which I personally recommend for debts over \$5,000 – is to file a Claim of Lien and send Written Notices of Lien as necessary. This should likely be done with the assistance of a lawyer to ensure the lien is properly drafted and registered, and that all of the necessary parties are served with Written Notices of Lien. The registration of a lien, and delivery of Written Notice prevents further payment of funds to the party who has not paid you. It also helps secure your portion of the 10 per cent holdback held by the company one level above the party not paying your invoice. While a pro-rata sharing of the holdback with other unpaid claimants may not be enough to make you whole, getting a portion of your unpaid invoice paid (while you pursue the remainder from the debtor) can help ease the financial stress on your project.

The final option is to file a Statement of Claim to recover unpaid amounts. Generally this should be done after filing the Claim of Lien. This step ought to be done with the assistance of a lawyer, as the rules for who

must be named (everyone with an interest registered on title) and how to name them can be tricky. The Statement of Claim for unpaid invoices on a lienable project will generally contain a claim in contract against the company not paying the invoice. It will generally also seek the payment of any holdbacks required to have been held higher up the construction pyramid. There is one tool not used as often as it ought to be in Statements of Claim, which is somewhat unique to Saskatchewan's Builders' Lien Act. The normal protections afforded by a corporation can be "pierced" and directors can be personally liable for paying your invoice in certain circumstances. If the company's directors received payment on their contract (including a progress payment), but purposefully did not flow that money through to you (perhaps they used it on another project, or to pay themselves) then they have breached a trust under *The Builders' Lien Act*. Having "John Smith" know he could be personally on the hook instead of "John Smith Contracting Ltd." will often facilitate quicker resolution of the unpaid invoice.

For more information, you can contact Kevin at 306-347-8333 or kmiller@millertomson.com. 



DON'T EXPECT POLITICIANS TO MAKE THE BEST DECISIONS WITHOUT YOUR HELP

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

Whether you like or hate the recently released 2017-18 Provincial Budget, it has become increasingly clear since March 22nd that many people were caught off guard about some of the decisions made in it.

This has been another example of why it is so important to continue having conversations with your elected officials, even if you think they are doing a pretty good job overall.

Whether it is participating in those conversations through your memberships in business advocacy organizations and political parties, or through face-to-face meetings in local constituency offices, we all need to do a better job as citizens in communicating with our elected representatives.

While organizations like the Saskatchewan Chamber and Saskatchewan Construction Association meet regularly with politicians from

both the provincial and federal government, it remains important for our member businesses to stay engaged in the advocacy process. This might mean attending our various events with legislators or coming to our roundtable discussions on timely issues, or it might mean participating in the activities that are organized by other trade and advocacy associations across the province.

It doesn't matter how you choose to participate in these conversations, only that you do decide to participate.

One of the most dangerous things a government can do is to start making important decisions in a vacuum. This can happen to any political party at any level - municipal, provincial, or federal. Companies and non-profit organizations are not immune to this either, since many important decisions are regularly made while sitting alone in a room.

Politicians are particularly susceptible to this, however, partly because of the unrelenting pressure to make quick decisions in a hostile political environment, but also because of how difficult our system of government makes it to acknowledge that a mistake might have been made.

The reality is that politicians at all levels will continue to make decisions that will impact you, your family, and your business. Budgets will continue to be made, programs will be created and eliminated, and taxes will go up and down.

It is for precisely this reason, however, that you need to stay involved in the process of giving constructive feedback (sometimes loudly and repeatedly) to your elected representatives.

You're not always going to like what they do, but at least you'll help them from becoming their own worst enemies. 🗣️

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THE CHANGING MARKET AND CHANGING APPRENTICESHIP DEMANDS



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

Saskatchewan has experienced incredible growth in the skilled trades sectors over the past decade, particularly in construction. Skilled tradespeople become apprentices once they are employed; therefore, apprenticeship training requirements follow the economy and industry demand. This led to sharp increases in the number of registered apprentices over a number of years.

Cyclically, when the economy softens, so too does the demand for apprentices and apprenticeship training. At the Saskatchewan Apprenticeship and Trade Certification Commission, we train registered apprentices who are hired by employers in the province. As employers see the effects of the booms and busts of the economy, demand for apprentices follows. After a decade of sustained increases in the number of apprentices and the number trained each year, we are now going through a modest contraction.

The majority of Saskatchewan's apprentices are employed in the construction sector. The demand in this sector is forecast to remain at a stable level as new projects begin in upcoming years and retirements spur the need for skilled tradespeople. According to the 2017-2026 BuildForce Canada Construction and Maintenance Forecast, Saskatchewan will need nearly

9,000 new skilled workers over the next decade to fill construction and maintenance jobs as a result of retirements.

The key to meeting anticipated demands of the future is maintaining a long-term view and continuing to certify and train skilled workers to plan for the anticipated future demands. Failing to continue sustained efforts to attract new entrants during periods of low growth could result in the loss of capacity.

Economic slowdowns are also ideal timing to certify current staff – the tradespeople. A certified workforce provides many advantages for employers. Certification helps demonstrate that staff members have the knowledge and skills necessary to perform quality work. And by employing journeypersons, businesses build a more competitive workforce. Plus, journeypersons play a key role in training a company's next generation of workers.

For workers, certification offers them a lifelong credential, recognizing the breadth and depth of their abilities. It also gives them more mobility in the event of a work shortage.

The Harmonization initiative overseen by the Canadian Council of Directors of Apprenticeship also benefits both employers and apprentices during changing demands of the labour force. As technical training across Canada becomes aligned, harmonization makes it easier for workers to move between provinces while continuing their apprenticeship, and for employers to draw from a potentially larger pool of apprentices.

To learn more about apprenticing and certifying in Saskatchewan, visit saskapprenticeship.ca. Like us on Facebook (Sask Apprenticeship) or follow us on Twitter (@SKApprentice). You can also call us toll-free at 1-877-363-0536 or email us at apprenticeship@gov.sk.ca.

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WOMEN IN TRADES & TECHNOLOGY AT SASKATCHEWAN POLYTECHNIC

Dedicated To Increasing the Number of Women in Saskatchewan Trades and Technology for 30 Years

By Jessica Baldwin, Women in Trades and Technology provincial facilitator



The Saskatchewan Polytechnic Women in Trades & Technology (WITT) program was greatly influenced by the women who founded Saskatchewan Tradeswomen in the 1970s, a movement that eventually formed Saskatchewan Women in Trades and Technology (SaskWITT). These women were leaders in a national movement to bring like-minded women together to remove barriers in traditionally male occupations. Sask Polytech's WITT program has evolved over the past 30 years, but the goal remains the same: encourage and assist women interested in trades and technology careers.

"More women in trades and technology means a broader diversity of perspectives and opinions in the field," says Valerie Overend, founding member of SaskWITT and previous Sask Polytech WITT provincial facilitator. "This can result in a diverse team that comes up with unique solutions to problems. It will also encourage other women to pursue their interests in trades and technology."

In 1991, WITT launched one of its most popular programs – the Girls Exploring Trades and Technology (GETT) camps. These camps have reached over 3,500 girls in Grades 6, 7, and 8 and have grown from one-day to five-day camps. They aim to demystify trades and tools as participants work on fun projects including woodworking, plumbing, autobody work and welding.

"GETT girls are encouraged to be inventive and problem solve," shares Jessica Baldwin, Sask Polytech WITT provincial facilitator. "The result is a week of girl-power where campers see themselves in an otherwise overlooked technology and trades occupation."

In 1994, Sask Polytech started Women in Trades Exploratory Workshops. Over the course of the workshop, women aged 16 and older learn basic carpentry, welding, electrical or plumbing skills. They leave with tangible skills such as

framing and erecting a wall, installing a toilet and wiring an electrical outlet.

With the rise of information technology, WITT started providing free hands-on, beginner-friendly, technology-based workshops in the early 2000s.

"Like much of our programming, the focus of our technology workshops has evolved over the years," says Baldwin. "The latest workshop trains women to take apart and rebuild a computer using safe lab procedures and proper tools. Women also learn the various components of a computer network."

In addition to these curriculum-driven programs, WITT runs an informal mentorship program that matches students and apprentices with experienced professionals. Women are matched on field of expertise, family situation or cultural background. The mentorship program includes a few networking events throughout the year, which are great opportunities for the women to discuss challenges, celebrate wins and learn about new job opportunities.

"WITT at Sask Polytech's goal is to bridge the employment gap between men and women in trades and technology careers," says Overend. "WITT should be proud of the work it has accomplished for Saskatchewan women over the last 30 years. We have made so much progress, but there is still a long way to go."

WITT works with instructors, employers, professionals and non-profits to build curriculum for camps, workshops and mentorship programs that teach women valuable skills, encourage women to think about different career options and address barriers that may limit women in trades and technology. 📱

A MIX OF BUSINESS, LEARNING, CONNECTING AND FUN UNDER THE MEXICAN SUN



By Michael Atkinson, President, Canadian Construction Association

This year's Canadian Construction Association's conference took place March 20th to 23rd in Riviera Maya, with the CCA business being run on the days before. We were delighted to receive over 50 attendees from Saskatchewan!

Priorities, Role in Education, Prompt Payment Discussed at the Board

The CCA board approved a list of 2017 industry priorities compiled based upon input from the CCA committees and councils. View the list at bit.ly/Priorities2017.

The CCA Executive Committee has proposed CCA to take a much larger role

in supporting its partner associations in the delivery of educational initiatives. In response, a taskforce comprised of CCA board members and partner association chief operating officers was struck under the auspices of the CCA Business and Market Development Committee to better define the needs of partner associations in this area and how CCA can assist. The taskforce is to conclude its findings and recommendations before the May board meetings.

CCA has posted the following on bit.ly/CCAPromptPay with respect to the ongoing deliberations of the joint government-industry working group on prompt payment: an interim status

report, an engagement strategy, as well as PSPC and CCA statements of principle concerning payment on construction projects.

Read CCA Update, our board meeting summary at bit.ly/MarchCCAUpdate, subscribe at bit.ly/ccasubscribe to get it directly to your inbox.

Magnificent Conference Week

As always, the conference week was packed with informational sessions and social events that gave our members an opportunity to catch up with old friends and make new ones. You can find most of the presentations as well as the media coverage at bit.ly/2017Presos. One example is the very comprehensive backgrounder on marijuana that our presenter Barb Butler has compiled on this topical subject.

I would like to take this opportunity to invite you to CCA's 2018 conference, which will take place March 12th to 15th a lot closer to home - in Banff. The conference will also kick off our 100th anniversary celebrations! Registration starts September 11th. View the promo video at bit.ly/2018ACPromo and get yourself on the distribution list by subscribing at bit.ly/ccasubscribe to be among the first ones to receive more information. 



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THE SUCCESS OF A TEAM

By Collin Pullar, President, Saskatchewan Construction Safety Association

As Saskatchewan's construction industry celebrates its first-ever Construction Week, our province has an important opportunity to reflect and celebrate the achievements of those that work in, provide services to, and benefit from this sector. It is also a great opportunity to look forward with excitement and thoughtfulness of where, as leaders, our business teams need to be and function for long-term performance and success. The fact is, team performance, and more specifically, high-performance, relies on much more than the total skills of the team players. To quote a former team coach and current CFL general manager, "talent is not enough" to make a high-performing team! To establish a high-performing sports team or a high-performing industry requires more than just having the most skilled workers in the industry. It requires an absolute commitment and dedication to each other to be the best they can be.

I recently attended a series of industry award events where high-performing companies were recognized and celebrated.

It was amazing to listen to employers and employees at various levels, both on and off the stage, speak so much about the *commitment* and *dedication* to each other and their *teams'* goals as key to their success. They did not really talk much about the skill sets or certifications of their workers, but rather their ability to work together to make their customers happy. Even though we knew there had to be skills, certifications, and talent within their team, those were not

the leading factors to their success.

Successful application of safety management plays out the same way within a team of construction workers. It is not enough to simply have education and training on the subject, techniques, and approaches to safety. We are fortunate to have a growing number of people in Saskatchewan that have solid knowledge and talent in this area. High performance; however, requires more than just knowledge and talent. High performance and success in safety requires the same *commitment* and *dedication* to each other and their *teams'* goals as key to their success. The commitment and dedication to each other is reflected in not only the leader's actions, but that of each player on that team. The *team* expects everyone to look after themselves and each other. It's uncanny how these two business elements coincide!

A long-term, successful, and high-performing industry will require more than just having highly-skilled workers, and solid safety knowledge. It will require the commitment to each other as business leaders to ensure we all perform at a high level. This is, upon reflection, how the construction industry has been able to grow to be and achieve what we celebrate today.

Collin Pullar is the president of the Saskatchewan Construction Safety Association, an industry-driven and funded association serving more than 9,000 member commercial, industrial and residential construction companies in Saskatchewan. Its mission is to provide high-quality, nationally recognized safety training and advice to construction employers and workers leading to reduced human and financial losses associated with injuries. 🏢



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IT'S GOING TO BE A WILD RIDE



By Jeff Aplin, President, David Aplin Group

Last year brought real changes in the industry dynamics, technology advances, and competitive forces of the staffing industry and talent acquisition.

Industry changes are cyclical, and now we are in the cycle where change is accelerating and the recruiting industry is restructuring in many ways. Whether you're an executive or manager leading (and hopefully retaining) top talent, an HR professional, or anyone looking to make a career move, this is definitely going to impact you.

Talent acquisition is changing for all of us, and it's important to look closely at the implications.

Significant moves signaling industry evolution include:

- Microsoft acquiring LinkedIn for \$26 billion USD (June 2016)

- Indeed acquiring Simply Hired (July 2016)
- Randstad acquiring Monster.com for \$450 million (August 2016)
- eHarmony launching Elevated Careers (April 2016)

These deals are signals of how the talent acquisition landscape is changing for everyone. The common thread of the accelerating changes is advances in new technology.

- Microsoft was attracted to LinkedIn for many reasons, but specifically for their global user base in the professional social networking space.
- Indeed was attracted to Simply Hired's job search engine capability and their large global user base.
- Randstad was attracted to Monster for their job board technology and systems.

- eHarmony entering the talent matchmaking space as an attempt to use their dating matching algorithm in the talent acquisition space. Their algorithm has resulted in two-million couples getting married, so a big question is whether that will work in career matchmaking.

Navigating the new technology in talent acquisition can be a daunting task with daily changes and new entrants continuously appearing on the scene. There is a recent report from Talent Tech Labs - "The Evolution of the Talent Acquisition Ecosystem" - which is an excellent survey of the technology landscape. Talent Tech's approach is to take the four broad areas of:

1. Sourcing Stage
2. Engagement Stage
3. Selection Stage
4. Hiring Stage

The four broad areas are then subdivided into 14 sub verticals, and then 28 finer categories within the sub verticals. For example, getting more granular to the level of actual apps, online services and systems the Talent Tech taxonomy is:

- Sourcing > Job Advertising > Job Board Aggregators
- Sourcing > Online Staffing > Crowd Sourced Recruitment
- Engage > Employer Branding >

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As a leader in the construction industry, if you are looking to improve your results in talent acquisition, it is increasingly important to keep abreast of the expanding technologies and how they all fit together. The construction industry as a whole is well positioned to take advantage of this forever-changing technology, especially given the fact that almost 80 per cent of companies in the business are using online recruiting tools.

As a hiring manager in the construction industry, you need to answer the question “How can we be seen as an employer of choice?” Why? Because Millennials have grown up with technology at their fingertips. They are more socially conscious and absolutely consumed with networking and technology. Construction companies can now use social networks for crowd-sourced recruiting tools as well as a means to improve “employer branding”. It’s a well-known fact that leaders in the construction industry want to improve communications and connectivity amongst staff and improve collaboration between field workers, office employees, suppliers and owners- so why not use technology to help make this improvement?

Construction careers are typically defined as “stable” (in fact, Monster, a leading global online employment

solution for job seekers, indicates that because skilled trades are always in demand, construction jobs are among the top eight most stable career choices) and in such a busy space, a key consideration is how all these apps, services, and systems weave together. From my perspective, how the many technologies are integrated for each of the employer, the candidate/employee and their staffing partners will be where the magic is. With the explosion

of apps and online services, a global personal or reputation management platform could be critical.

Enabling people to more seamlessly experience more of the ever-increasing parts of the talent acquisition cycle would be an exciting next step. The future is coming, and it’s going to be a wild ride.

Jeff Aplin can be reached via email at japlin@aplin.com. 📧



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YOUR UPCOMING LEADERS – THEY'RE THE MILLENNIALS!

By Sherry Knight, President & CEO, Dimension 11 Ltd.



Only 20 per cent of your upcoming Millennials feel they have a path towards leadership – and only seven per cent of them are getting any leadership training. Millennials are those born around the 1982 to 2000 framework. Leadership is not born, it is learned. If you want your next generation of leaders to lead your company to success, consider guiding them in the following:

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Leadership – Leaders help those they lead be better than they already are. Millennials crave leadership roles and yet many are not yet given the chance. Train them in how to be good leaders and then give them small projects to lead so they get the experience before you throw them into the role full time.

Networking – Many Millennials have spent their lives attached to their cell phones and computers. They are very comfortable connecting via social media (most have at least 250 close friends on Facebook), yet they have no idea of how to carry on a face-to-face conversation.

Communication – Millennials are challengers; they will ask the kind of questions that may make you feel uncomfortable. That's good – we can all learn to think outside the box. Millennials need to learn how to direct their questions in such a manner as to not turn off those they will lead in the future.

Goal Setting – You set corporate goals – probably using the SMARTS methodology (Specific, Measurable, Attainable, Relevant, Timely, Sellebrate – sell yourself on success by planning ahead how you'll celebrate). Have you taught this to your Millennials or have you assumed they knew it?

Dress – Millennials have changed the dress culture. True. However, there are times when the jeans, sneakers and sweatshirts don't cut it – especially in a boardroom. If they are going to meet with executives, they need to understand what appropriate dress for the meeting is.

Budgeting – Budgeting is an area that is not common for many people. Many Millennials have never had to budget as they live at home and mom and dad still cover many of their living costs. They do need to learn how to develop and track a budget.

Remember, the Millennials are the largest cohort since the Baby Boomers. Thus, as Baby Boomers move away from the leadership roles for retirement or part-time work, it is your Millennials who will take the leadership roles. It's time to ensure they have the skills. Millennials don't feel they do. Start today; it's not too late to get them ready for their next role! 📱

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Sherry Knight, President & CEO of Dimension 11 Ltd., is a leader in recruitment and performance development. Dimension 11 helps companies realize stronger profits so they can create more jobs and better communities.

Contact her at 306-586-2315
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THINK CONSTRUCTION

Students Receive Hands-on Experience in the Construction Trades

By Megan Jane, Executive Coordinator,
Saskatchewan Construction Association

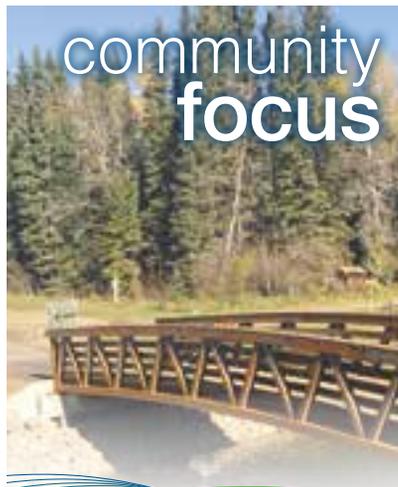


During the first-ever Saskatchewan Construction Week (April 3-7, 2017), there were a host of events taking place across the province. One of these events was Think Construction, which took place on Tuesday at the Regina Trades and Skills Centre in Regina, and Wednesday at Cypress Paving in Moose Jaw.

Local construction companies, many of which are SCA members, partnered with the Regina District Industry Education Council (RDIEC) and Prairie South School Division (PSSD) to offer educational, hands-on work stations that focused on carpentry, painting, sheet metal, masonry, electrical, plumbing and workshops on workplace safety.

Gordon Heidel, executive director for RDIEC, surmises that the importance of this event lies in its ability to “deepen the learning by engaging the students with hands-on activities, open the students’ eyes to opportunities in the construction industry, and provide students with a rich experience to draw upon when making future choices.”

Co-planner and organizer at PSSD, Brett Young, agrees; “by engaging students in this way, they are more informed when it comes to choos[ing]



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a post-secondary program or going into a career in the construction industry."

Lisa Montgomery, a teacher with PSSD, comments on Think Construction "having everything" from a hands-on component, to learning about innovative technology, networking with tradespeople and Saskatchewan Polytechnic, to learning the importance of safety, and even what sort of essential skills are required at the high school level.

The program, which has been running in Regina since 2015 and Moose Jaw since 2013, had a good

variety of attendance with 32 students in Regina, and 28 in Moose Jaw - with female representation in the double digits this year, ranging from Grade 10 to Grade 12.

SCA member companies All 'N All Construction, C&S Builders, Discount Plumbing and Heating, Alliance Energy, Graham Construction, Christie Mechanical as well as others provided instructors to act as mentors for the students.

Dale Tallon from Graham Construction states, "our group was involved with it last year...it's a great opportunity for any company to

get their name out there with the industry, and young and up-and-coming workers."

Alliance Energy was approached by Graham construction to join. "It's good for the industry," says Dustin Hembroff from Alliance Energy, adding that it's important "to instill in the [kids] that class does matter."

Kodi Sinclair, a Grade 11 student from Assiniboia, commented that "it was interesting the way that the journeypeople explained how things are changing, such as materials and tools that are being used. The trades would be a career in ever-changing work environments!"

Other students gained a sense of pride in their work that could be applied to real-life situations. Kyle Montan, a Grade 11 student from Lafleche, was very interested in the plumbing station, where he garnered knowledge about residential plumbing that he could use in his own home.

The students worked well together, not afraid to get their hands in there and get a little dirty. "I thought it would be more individual, but it's actually really working as a team... DO IT!" said Tarah Kelley from Thom Collegiate.



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“It’s great to get involved, promoting your trade to the kids!” – Derek Hallordson, Brick Layers Union 1 Saskatchewan



If you’re an ambassador for the construction industry and would like to get involved, we are always on the lookout to get more companies mentoring the next generation of tradespeople. Contact sca@scaonline.ca for more information. 📧



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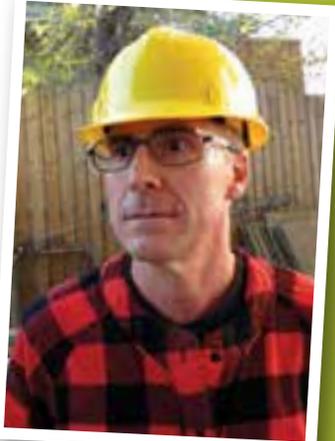
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MERIT CONTRACTORS ASSOCIATION



By Karen Low, Executive Director, Merit Contractors Association - Saskatchewan

Saskatchewan Construction Week is a good opportunity to remind ourselves about the importance of the construction industry to the province. Construction has long been a key contributor to Saskatchewan's economy and has literally built our province and helped to make it into an economic powerhouse in recent years.

There are many impressive construction-related metrics that herald the impact of the industry to Saskatchewan. Perhaps one of the more important, but least known, construction-related statistics pertains to the open-shop sector. Many people are unaware that well over 80 per cent of contractors currently operate as open shops. That means over 10,000 employers and more than 37,000 men and women are employed by the open-shop construction sector.

It's fair to say that Saskatchewan has embraced the many advantages offered by open-shop contractors, from increased productivity to lower costs. These contractors operate in every sector of the industry from the smallest one-person shops to the large companies that employ hundreds and build Saskatchewan's most iconic landmarks and highways. Safety of their people, quality of construction, and exceeding customer expectations are all integral parts of the open-shop business model.

The term "open shop" is often misinterpreted. In its purest form, open shop simply describes a workplace where membership or non-membership in a union is not a condition of employment. Workers can belong to whatever union they choose, or none at all.

While this type of freedom of choice is a fundamental philosophy of the open-shop movement, so is the notion that success should be based on merit. It follows that closed tendering, which limits bidding on jobs to union-based contractors, is entirely contrary to open shop beliefs with resulting reduced competition and increased costs.

International studies of closed tendering practises have consistently shown that competition and open-shop contractors help to reduce the costs of projects. According to a study by Cardus, restrictive tendering rules in Ontario raised costs of construction by 10 per cent. A study by the City of Montreal, suggested project costs were 20 to 30 per cent higher as a result of closed tendering, while a report done for the City of Hamilton suggested it could be up to 40 per cent.

Maintaining a vibrant open-shop construction community is vital to Saskatchewan's future economic success and prosperity. Merit Contractors Association is proud to be the voice of the open-shop construction sector and to passionately advocate for a fair and level playing field for all contractors in the province. Merit also provides support to its membership by way of a comprehensive benefit plan for construction employees, tuition refunds for members' apprentices, and industry training programs.

In more challenging economic times, it will be construction that will help build a path to renewed growth and prosperity in our province as governments pursue infrastructure projects, followed by renewed private sector investment. Open-shop contractors are ready, willing, and able to play a pivotal role in taking Saskatchewan to the next level of prosperity. 🏗️



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ELECTRICAL CONTRACTORS ASSOCIATION OF SASKATCHEWAN

Voice of the Electrical Industry in Saskatchewan



Electrical Contractors Association of Saskatchewan

The Electrical Contractors Association of Saskatchewan, incorporated in 1958, is a provincial not-for-profit organization that supports the interests of the electrical industry in Saskatchewan, including residential, commercial and industrial enterprise.

Membership includes all sizes of electrical contractors, suppliers, manufacturers' agents, design professionals, government agencies, and associations. All members of the ECA of Saskatchewan are integrated members of the Canadian Electrical Contractors Association (CECA).

The ECA of Saskatchewan is uniquely equipped to advocate and provide services ensuring a safe and vibrant electrical industry for all to participate in. When necessary, the ECA of SK. brings the issues of members to the attention of politicians, senior government officials and industry regulators. In addition, the association also provides opportunities for members to network through golf events, holiday functions, educational seminars, luncheons and meetings.

The past year has been important for the organization to solidify the future direction of ECA of SK. In 2016, the ECA of SK. Board completed a strategic planning session. New Mission, Vision and Goal statements were developed, all of which can be viewed on the website, www.ecasask.ca

The synergy and independence that the board has created has established the ECA as the voice of the electrical industry in Saskatchewan.

In 2017, the board and staff at ECA of SK. will continue work on growing the membership, expanding member services, strengthening committee work, and securing additional funding to meet growth objectives. Most importantly in 2017, the association will be guiding and advocating for the efficient, safe delivery of electrical services in the province.

As a trade association, the ECA of SK. must be united and strong. The future is going to see many challenges with new and evolving technologies with respect to developments in alternative energy sources, power over ethernet and expansion of automation through electronic control systems. The organization needs an active membership with appropriate financial resources to meet the challenge of guiding government and industry regulators to ensure a safe and profitable electrical trade in the years to come.

The association will continue to develop the relationship with industry partners and recognized training institutions through committee work. As the work toward common goals is accomplished in 2017, enhanced communication to members will relay the positive outcomes.

Advocacy Issues for 2017:

- Pursuing the concept of "preferred contractor" status and mandatory code renewal in Saskatchewan
- Working with the SCA Advisory Council to develop Prompt Payment Legislation
- Determine the benefits of TSASK as it relates to electrical licencing and inspections.
- Review current Electrical Restricted Licences
- Advocate and prevent the further erosion of the scope of the electrical trade
- Participate and expand the newly formed Saskatchewan Electrical Technical Committee

For more information about membership and the Electrical Contractors Association of Saskatchewan, visit our website or contact the office.

Electrical Contractors Association of Saskatchewan
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SASKATCHEWAN MASONRY INSTITUTE



The Saskatchewan Masonry Institute (SMI) was officially formed in 1980 with the amalgamation of the Saskatoon and the Regina Masonry Contractors Associations, whose histories date back to 1958 and 1960, respectively. SMI is an organization of professional masonry contractors, producers, and suppliers dedicated to the promotion of quality masonry wall systems to local stakeholders through education, research, and accountability. SMI also represents employers on apprenticeship training through the Apprenticeship Trade Advisory Board and the Curriculum Review Board to ensure that the next generation of tradespeople are adequately prepared to carry the masonry industry into the future.

The SMI is also a founding venture partner of the Canada Masonry

Design Centre (CMDC) and is proud to support CMDC's local and national technical initiatives. This relationship was exemplified in 2014 when the SMI and CMDC formed a partnership to open a new CMDC office in Saskatchewan. The CMDC is committed to providing Canadian masonry contractors and designers with the tools and resources to facilitate proper design and construction of masonry structures. In this endeavour, the CMDC hired a local masonry design coordinator to staff the Saskatchewan office and locally provide the complimentary technical resources offered by the CMDC.

One of the main issues currently faced by the local masonry industry is the loss of wall share to competing building materials that offer lower

upfront capital costs but increase the risk of higher maintenance expenditures and lower resiliency to unexpected events in the future. Masonry wall systems have a proven record of long-term performance in our severe local climate and in harsh operating conditions. The durability of masonry wall systems lowers the overall lifecycle cost of structures, allowing building owners to save money in the long-term. Lower lifecycle costs are critically important in public infrastructure, such as educational and health care facilities, municipal buildings, and community centres, where every public dollar spent on unplanned, incidental maintenance as a result of non-durable materials is a dollar that cannot be spent on the expansion of public services. ■

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Concrete Sask represents over 60 concrete plants and approximately 90 per cent of the ready-mixed concrete poured in Saskatchewan. The association promotes the use of high-quality concrete and continually strives to improve all aspects of the industry so that the concrete produced by its members remains the highest quality.

"They don't build things like they used to," rings true today more than ever. So we should ask, "Why aren't we getting that same quality for our dollar?" By choosing strong material like concrete, you can get more space while using less of it, helping save on upfront costs. Owners and designers are now taking into account what projects are going to cost 10, 20 or 50 years from now. That's part of knowing what our investment dollars are paying for, today and tomorrow.

Greenhouse gas emissions and climate change affect everyone and building materials need to be energy efficient. Concrete can reduce a

building's emissions by five per cent over the lifetime of the structure. With over a 100-year expectancy on an average office tower, those savings can be massive. Concrete can also save five to eight per cent in annual energy costs.

The new stadium in Regina is going to be an amazing place to watch the Roughriders play football. The base material for the project is concrete. The design of the stadium is as maintenance-free as possible, which is why concrete was the material of choice. Concrete is long-lasting and durable, which makes it the ideal choice for buildings, roads, houses and infrastructure.

If you could spend money on a product that you may need less of, is energy-efficient, lowers greenhouse gas emissions, needs less maintenance, and costs less in the long run, shouldn't you consider it?



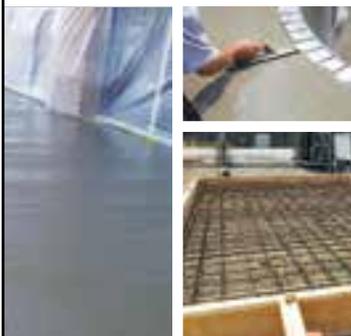
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President & CEO
DAVID LANGSTAFF

Publisher
JASON STEFANIK

Managing Editor
LYNDON MCLEAN
lyndon@delcommunications.com

Advertising Sales Manager
DAYNA OULION
dayna@delcommunications.com
Toll Free: 1.866.424.6398

Advertising Sales Representatives
CHERYL EZINICKI | COREY FRAZER
BRIAN GEROW | ROSS JAMES
MIC PATERSON | ANTHONY ROMEO
GARY SEAMANS

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KATHY CABLE

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DANA JENSEN

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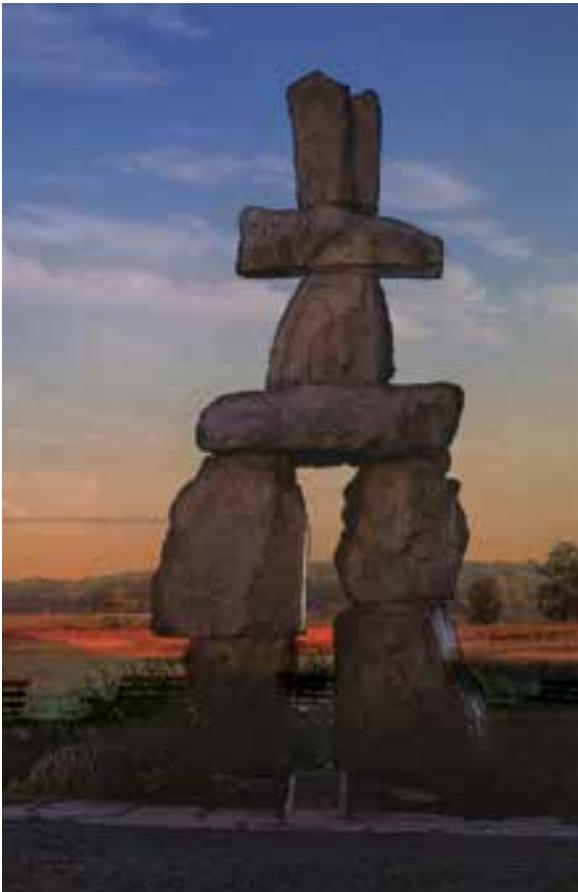
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INTEGRATED BUSINESS COMMUNICATIONS (IBC)

Boyd Kampen is Co-owner of Impact Energy, a plumbing, heating, and electrical contractor operating out of Rosetown. When they built their new facility, they had no idea infrastructure costs could be so high. They turned to SaskTel for a solution. "We had some pretty large quotes coming back as far as hardware and installation," says Boyd. "SaskTel came through with the IBC system. No hardware and minimal install costs."

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