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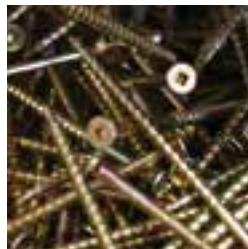
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PRESIDENT'S MESSAGE

Mark Cooper, President & CEO,
Saskatchewan Construction Association



To date, 2017 has been one of the busiest years in my time at the SCA. Change is happening at a rapid pace in the industry we represent and we are working at full capacity to help our members meet the demands and challenges this change represents.

But we are also doing our best to ensure that our members and our province are well positioned to take advantage of the opportunity brought on by change. Among the most effective ways for businesses to manage economic downturns is to address efficiencies, streamline processes and ensure their people are properly skilled and prepared for the next project.

In this issue of *We Build* we'll take a look at what opportunities lay on the people side of this equation and when and where the next opportunities are most likely to arise.

We begin with a look at programs to train and employ Saskatchewan youth, helping ensure there is skilled labour available as the economy picks up through 2017 and into 2018. Our features include a look at the work of Saskatchewan Indian Institute of Technologies (SIIT) specialized work to engage and train our Aboriginal population (page 34). We also explore the Skills Link program, administered by the SCA, which screens, trains and flows up to 30 young people into construction careers per year in the province (page 32). Saskatchewan Polytechnic and Habitat for Humanity have an intriguing partnership that trains youth and demonstrates how construction can change communities for the better (page 42).

We look at the economic conditions to give you a sense of what to expect in your planning for this construction year and the years ahead with an in-depth long-term analysis and forecast from BuildForce Canada (page 30) and an update on the

provincial PST working group's progress with the government (page 22). We also present Doug Elliott's take on the current labour market conditions (page 48) among other expert analysis.

We present features on our most recent Annual Summer Meeting at Elk Ridge in Waskesiu – Saskatchewan's premier construction networking and educational getaway (page 20) and on the joint TransformSK public consultation the SCA participated in with other provincial business associations (page 38).

In this issue we also present, for the first time, special features from our construction partners in residential construction. This is an opportune time to introduce them, as they share our labour force and offer a glimpse into consumer confidence which matters for our economic analysis. We present commentary from the Regina and Region Home Builders Association (RRHBA) and the Saskatoon and Region Home Builders Association (SRHBA) (pages 44 and 46). We also chat with Habitat for Humanity about the human impact of building (page 43) and take a deep look at women in the industry (pages 55 and 56).

Finally, our experts cover a range of issues from marketing (page 60) and safety (page 54) to legal remedies to payment issues (page 26) and project planning (page 47).

As always, I hope you find the articles informative and inspiring. As our economy picks up, we at the SCA look forward supporting our members as we all face a different set of challenges. Our goal in publishing *We Build* is to inform and enlighten stakeholders about the industry, the economy and state of our province. 🏠

Correction Notice: The North Central Regina project featured in our last magazine, the Mâwawêyatîtan Centre, was incorrectly identified as a Design-Build project. It was in fact a Design-Bid-Build project which was one of the elements meant to be highlighted. We regret the error.

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MEMBER SERVICES WE BUILD ADVANTAGE

By Derek Lothian, Senior Advisor to the President & CEO

Earlier this spring, the SCA formally rolled out its refreshed “account management” strategy – providing you, as a valued member, a dedicated staff resource and single point-of-contact to SCA programs, events, and policy activities.

This was the next step in our efforts to better understand the needs of your business, and to deliver a heightened level of customer service. After all, we only succeed if you succeed, so it is imperative we are constantly adjusting the mandate of organization to bring you real, tangible value.

Part of this approach is to ensure SCA employees are meeting with members on a regular basis, to put our finger on the pulse of what is happening in the industry. Out of those conversations, you have told us to continue exploring new ways to offer you a return on your annual membership investment.

We hear you. And we’re taking tangible steps to respond.

That’s why we are proud to announce the launch of the Advantage Construction Savings Program – a suite of members-only benefits tailored specifically for Saskatchewan construction companies. Our goal is to pass along preferred access to

discounted or specialized products and services, connecting you to industry-best vendors and deals you can’t get anywhere else.

Although we will be adding offerings throughout the year, we are very excited to kick things off with four outstanding, local partners:

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- Led by Misty Alexandre and Jared Epp, their construction litigation and legal services team is a regular contributor at construction events across the province each year, including the SCA Annual Summer Meeting.

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1. Browse the current list of program offerings at webuildadvantage.ca.
2. Ensure you're a paid-in-good-standing member of one of the SCA's four integrated partners.
3. Once you have identified a product or service you would like to use or obtain more information on, contact us via the webuildadvantage.ca website, reach out to your designated SCA account manager, or give us a call at (306) 525-0171.
4. We will respond to you within 24 hours, with a personalized e-mail connecting you with a representative from the partner vendor that is offering the product or service.

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Do you have an idea for an offering you would like to see added to the program? Do you have a question about our existing slate? We want to hear from you! Contact the SCA office at (306) 525-0171, or reach out to me directly: (306) 380-3765 or derek1@scaonline.ca.





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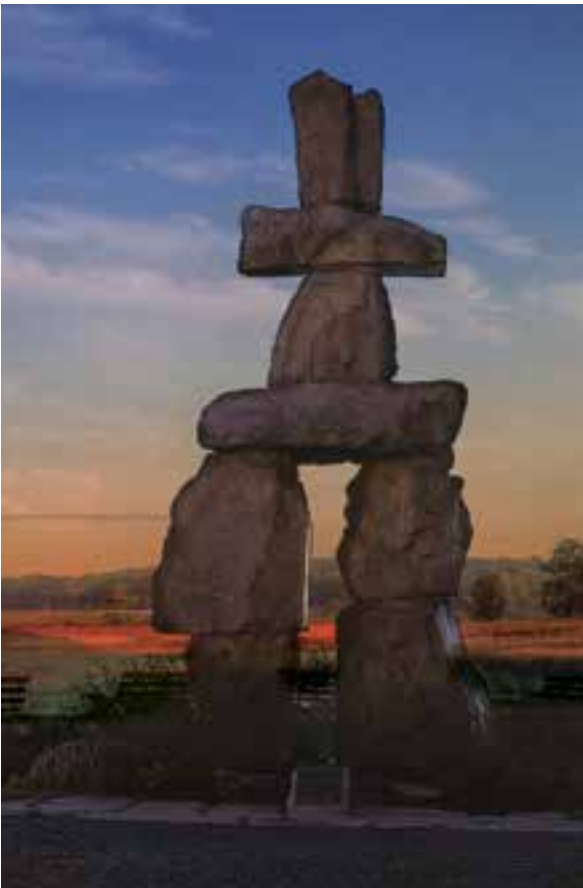
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ADVOCACY UPDATE

LEAPS, BOUNDS AND CHALLENGES

By John Lax, Manager, Saskatchewan Construction Association

For this issue, I have great news, I have important news and I have some less exciting but still important updates. I will start with the great news about Prompt Payment – it's happening. I will follow that with a review of some information about the current economic outlook that I hope you will find valuable. Finally, I will – as always – address other key priorities, like PST, WCB, and procurement.

Our Work

The SCA represents the interests of its members and the non-residential 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.

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

Prompt Payment

Prompt Payment Saskatchewan has learned that the government of Saskatchewan intends to move forward with legislation to address this critical industry issue in the fall of 2018.

The government is working on draft legislation that will rely on the Ontario provincial Prompt Payment bill introduced

in 2017, with tweaks to ensure it works in the Saskatchewan marketplace.

The Ministry of Justice has Prompt Payment Saskatchewan's research and position summary, including the five principles the group felt were required to make any legislation meaningful. These include:

- A payment cycle
- The right to suspend work
- A dispute mechanism
- Interest on overdue payments
- Transparency and disclosure

It is the group's hope that these principles are each addressed in the legislation and Prompt Payment Saskatchewan will continue working with the government in whatever capacity the government needs to help ensure this priority is completed.

For now, there is still significant stakeholder outreach and engagement and Prompt Payment Saskatchewan will continue to work with the government and industry to ensure a successful Prompt Payment legislation that protects and strengthens our construction sector.

Economic Outlook

At our recent Summer Meeting at Elk Ridge in Waskesui, I had the opportunity to present the SCA's 2017 Economic Outlook. For all the struggles our sector and the broader economy have faced in recent years, there are strong signs that positivity is warranted. I hope the following key takeaways from that Outlook presentation and the conversation that followed are helpful in planning your business this year and into next.

The past two years have been difficult; Saskatchewan is a resource economy and commercial investment is always critical to development – as the largest component of ICI by

a wide margin. In the past two years, a global resource price decline sparked a crippling domino effect that dramatically slowed both of these drivers in Saskatchewan.

Resource investment and operating capital which had been integral to the boom dwindled to a trickle overnight. This sapped employment numbers and, consequently, consumer confidence. Where consumer confidence goes, business confidence follows. This downturn lasted long enough that it began to impact the fundamentals that have given our province such a rosy outlook for the past decade – a growing population, a surplus of young people and a strong balance of public and private investment commitments. Instead, growth began to stall and the warning signs mounted that key strengths like a young population were losing steam as jobs failed to return, unemployment remained stubbornly high and indicators started to show skilled young people moving to Alberta, B.C. and Ontario.

It was a deep wound.

I am always cautious of making upbeat claims in tough times, remembering the words of former U.S. President Harry Truman, who famously said, “it’s a recession when your neighbor loses his job; it’s a depression when you lose your own.”

But the fact is, we are coming out of the downturn. Every metric reads the same – we reached the bottom of the valley in mid-2016, stayed there an extended period and now we’re seeing a return to growth, albeit far more measured growth than during the boom years of 2008 to 2015.

Every major financial institution has projected Saskatchewan for growth of 1.2 to 2.1 per cent in 2017. The average is 1.7 per cent. The next five years look to be the same – slow, steady, meaningful growth.

The resource sector which had drastically wound down is picking up again – not on improved prices but on the

admission that their goods are still profitable at prices well below the soaring peaks of the early twenty-first century global resource boom. As energy and mining pick up steam, supported by a hot agriculture sector, consumer confidence is soaring and business confidence is following the customers.

Driven by increased resource and commercial investment, Saskatchewan’s economic outlook is solid for the foreseeable future.

The fly in the ointment is *uncertainty*. Business, markets, analysts and governments all view uncertainty negatively because it’s a risk. The two sources of uncertainty that should concern any business today are the 2017 provincial budget that made significant changes to taxes and core government services, and an unpredictable and inconsistent Trump administration in the U.S.

Both risks are likely to hinder investment decisions and may slow or limit growth below the anticipated 1.7 per cent target. However, it is highly unlikely that either will prevent Saskatchewan’s economy from growing this year – even if marginally less than anticipated.

If we, as a province, can navigate those risks to keep consumer and business confidence strong, we should see stable growth moving forward.

PST on Construction Services

We address progress on the PST front in a feature article on page 20. Going has been slow and difficult, but meaningful progress has been made and resolutions are now forthcoming on several issues.

Procurement

Priority Saskatchewan and government-industry collaborations like the Saskatchewan Construction Panel (SCP) continue to bear fruit.



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Priority Saskatchewan – mandated to harmonize government ministry and Crown agency procurement and implementing best value in government – has engaged the private sector in the next phase of their procurement process around vendor performance management and finalizing procurement forms and processes.

As this process develops it is likely we will proceed to additional industry training in partnership with Priority Saskatchewan to ensure our members and Saskatchewan-based businesses fully understand the processes and therefore have the highest possible likelihood of succeeding in their bids for provincial government work.

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

We will also continue to press for full harmonization and consistent processes across Crowns and ministries. When situations arise that we do not understand or cannot agree with, we will work to represent our industry by ensuring that decision-makers are aware of or disagreement and the specific reasons why a program or policy is not supported by industry.

We are in the process addressing SaskPower’s move to ISNetworld Certification requirements for their contractors right now. While ISNetworld has features and qualities as a program, we are working to establish whether it meets the stated goals SaskPower is attempting to achieve in implementing the requirement. We are also working to address concerns that the requirements will harm or burden contractors whose work should not require ISNetworld certification.

We are also working toward changing post-tendering processes at public agencies to ensure proper, full debriefs – in line with Priority Saskatchewan principles.

WCB

After a Committee of Review in 2015-16 and a rate setting consultation in 2016-17, the WCB seems poised to make some changes. It is not clear yet how meaningful those changes will be.

The SCA will continue to push for governance reform and proper rate setting. We will provide more detailed information as it becomes available. 🏢

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NEXT GENERATION THINKING

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

By now, the statistics are well circulated: in 2025, millennials will comprise about 75 per cent of the workforce. The question is: how is this going to impact the construction industry? Solid estimates suggest around seven per cent of millennials are interested in a career in construction. This is a concern we need to address together if our industry is going to have a sustainable labour force.

How can we engage the next generation more effectively?

Changing technology is shaping our landscape and we need to respond appropriately.

What are we doing well?

The construction industry has a built in system of variety, hierarchy, and mentorship. Within many construction companies there are opportunities to advance into leadership roles. Our industry thrives on skilled workers passing along their knowledge. Many companies hire young people on a

regular basis and there are several work experience programs available. The industry treats its employees well by offering leading health plans and flexibility. There are also significant opportunities for training and advancement.

Where could we improve?

The topic of innovation and technology comes up repeatedly in these discussions. Construction is often criticized for being behind on technology and failing to innovate effectively. Another flaw that comes up is lack of promotion: we do not celebrate the things we do well! Finally, though construction leads the way in aboriginal engagement, we are struggling to engage women in the workforce.

What are our Associations doing?

First, we promote and celebrate what we do. The inaugural Construction Week in 2017 was an

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excellent step forward in this respect. Second, we align ourselves with strategic partners. If you haven't had the opportunity, be sure to investigate the Advantage Construction Savings Program. One participant, SafetyTek, is a software developer seeking to change the way that the construction industry communicates and reports on safety. Some of their future developments include the gamification of safety reporting. These are the type of improvements our industry needs to make if we are going to stay relevant to the upcoming generation.

As a millennial myself, I am often asked, "What keeps you at your current job when so many of your peers seem to switch careers every year?" The answer in my mind is simple. Technology has made our work hyper results driven. New ideas and efficiencies rule the workplace. I am still at my job because I have people around me who listen to my ideas (no matter how crazy), provide me the freedom to explore those ideas, and celebrate the success of the ideas that work. I was promoted into a management role once I demonstrated success. If the same environment is fostered in your workplace, not only will the new generation be engaged, you will become a leader in innovation. 🏠



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Wild About Construction

By Cindy Chan, DEL Staff Writer

Things got wild at the annual SCA Summer Meeting.

The event once again took place at Elk Ridge Resort in Waskesiu, Saskatchewan. From the Welcome Reception to the costume night wrap up banquet, attendees were once again pleased with the time they spent with their provincial association.

Running from May 31 to June 2, 2017, the Summer Meeting kicked off with a series of industry association meetings.

“Various industry associations across the province have the opportunity to hold their board meetings at the Summer Meeting,” explains Megan Jane, Executive Co-ordinator at the SCA. This years’ industry meetings included the Prince Albert Construction Association, the General Contractors Association of Saskatchewan and the Merit Contractors Association of Saskatchewan.

Those meetings were held on the first afternoon, followed by a Sponsors’ Reception to thank SCA sponsors for their valuable ongoing support of the association and industry.

“After the Sponsors’ Reception, we held our Welcome Reception which was new this year,” Jane says. “There

was live entertainment, a campfire and s’mores. The weather was perfect. That was Day 1!”

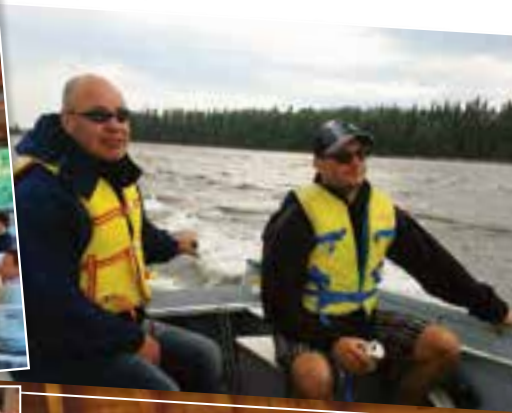
Day 2 began with breakfast at 7:30 a.m. and education sessions including a presentation from the CCA President, and past board chair, a session on new technology and innovation in construction, one on the importance of understanding mental health in the workplace, and the SCA’s economic outlook for Saskatchewan.

Chad Waldner, project manager and estimator for Alliance Energy, attended the meeting for the first time and looked forward to networking with individuals from different companies and industries.

“It was interesting to get their input on where their businesses are at and what they do,” he says.

A lunch option was new to this annual meeting with guests helping themselves to a pizza buffet. After lunch, there was a choice of golfing, attending a cocktail-mixing class, or taking personal time.

When attendees returned from their activities, there was an evening reception complete with a DJ, networking with the leaders of Saskatchewan construction, and a silent auction



in support of the Saskatchewan Youth Apprenticeship Scholarship in the province.

"We had a lot of donations – 30 different items from various member companies and organizations in the province," Jane says.

There was also a surprise farewell slideshow for Canadian Construction Association president Michael Atkinson, to acknowledge his many years of service to the construction industry.

The final day of Summer Meeting featured breakfast and education sessions as well. Dan Yungwirth, general manager of Miller Contracting, says he enjoyed the presentation by Misty Alexandre about ensuring one gets paid for their work. A first-time attendee, Yungwirth says he liked the education sessions overall, noting their relevance to today's industry.

A barbecue lunch was served, followed by a choice of either golf or a catch-and-release fishing derby at Hanging Hearts Lakes Marina.

"The evening reception followed the theme of 'Safari Jungle.' Our tagline was, 'We're WILD about construction,'" Jane laughs.

Each year, Summer Meeting hosts a costume contest based on the theme. This year the winners were Cory and Nicolle Richter of Quorex Construction, dressed as a hunter and a lion.

"We finished the night with a live band, The Oddfellas. One of the members, Justin Hoyes, sits on the SCA board of directors," Jane says.

Ryan Quiring, president and CEO of SafetyTek, attended Summer Meeting for the first time this year – and he says it certainly won't be his last.

"It was a good experience," Quiring says. "Everyone got along. The weather was great and it was a good time."

SCA Manager, Amanda Thick explained that fund raising - including the silent auction - supports a key strategic partner initiative in the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) Saskatchewan Youth Apprenticeship Scholarships. All the proceeds are passed on to the SATCC to provide scholarships on an annual basis. This year, Summer Meeting attendees, sponsors and auction donors contributed over \$13,000.

"There were several fundraisers done throughout the three days. We did two raffles during the evening receptions. We did the silent auction, and we sold whiskey and cigar shots on the golf course," says Thick. The money will be awarded in \$1,000 increments. Over the last eight years the SCA has contributed more than \$93,000.

The Summer Meeting has been going on since the late 1960s and have evolved in that time. In recent years there has been a stronger emphasis on education sessions and networking opportunities.

"It's a unique opportunity to learn and network and get up to speed on various industry associations," Jane says. "We get to meet the people we email or talk on the phone with all the time. It's nice to finally put faces to names." 📷



THE LATEST ON PST

By Melanie Franner, DEL Staff Writer



In the recent 2017-2018 budget, the PST was raised from five per cent to six per cent, and the PST base was significantly expanded, including a change to the taxation of “real property supply and install contracts,” – which means that the labour, overhead and profit portions of construction projects are no longer exempt. The impact has rippled across the province’s entire construction industry.

Industry in Flux

“This is a complete paradigm shift,” explains Karen Low, Executive Director of Merit Contractors Association of Saskatchewan and Industry Chairperson of the joint Industry-Government committee formed to discuss how the tax changes would be implemented.



It was a difficult question because construction contracts are big, complex and have long time horizons.

“We have 7,000 contractors in our province and many of them are small independents who don’t necessarily belong to associations. I still talk to contractors who aren’t fully aware of the new system.”

By law, contractors had to begin charging end users of products and services PST on April 1, 2017.

“The new system flips the tax process on its head,” Low says. “We now don’t





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Alberta does not levy a sales tax. B.C. applies the tax to materials and embeds it within the contract price, although the contract itself is not taxable. And Manitoba follows a system similar to B.C., except in the case of electrical and mechanical contracts, where it applies the sales tax to the final contract price.

have to pay PST on our products and supplies but we have to charge PST to our customers (if they are the end users. -ed). It may make more sense, but the problem is there are a number of projects straddling the two systems.”

“We’ll lower our prices as a result,” Low continued. “We can only charge what the market will bear. We won’t just add six per cent on everything. We believe that, on average, when you back out the reduced cost on supplies, the customer will see a price increase of about three to four per cent more with the new system.”

What We Know Today

The critical issue is ensuring contractors have the information they need to apply the new rules in their business practices.

In this regard, the PST Committee has acquired some final decisions from the Ministry of Finance that business owners and operators need to be aware of:

1. 10 per cent rule for change orders:

After reviewing the additional information submitted, the Ministry has revised the application of transition rules for commercial retrofit construction projects as follows:

- The change order threshold for commercial retrofit construction projects will be 25 per cent as recommended. The 10 per cent threshold will apply to all other construction projects.

Going forward, applications for the registry will need to include whether or not the project is new or retrofit to determine which set of rules it falls under. Projects that are already registered will have to contact Finance to provide that info to them.

- The commencement criteria for project qualification will include projects where demolition has commenced before April 1st.
- Where there is no fixed price determined or specified and the contract is awarded as “cost plus”, the value of the contracts may be determined using the “estimated budget” for the contract.

2. Progress billings and timing of

when PST is due: After review, the Ministry has determined that to address issues in this area the provincial government will adopt guidelines that follow GST-like rules for determining PST applicable to progress payments, and to add these guidelines to the regulations as well as the next update to the information bulletin.

Generally, under such rules the PST would become collectable on each progress payment on the earlier of the day the purchaser pays the progress payment, or the day the progress payment becomes due. On projects where payments are tied to milestones and inspection/ authorization rather than invoices, the PST will be based on the date authorized.

3. Clarification of PST on contract

consumables: The Ministry will be providing clarification and intends to add a list of items in the next update to the information bulletin. The initial ruling that only those items incorporated into a project for resale could be purchased exempt of PST will be revised so that materials such as dimensional lumber, plywood, and similar building materials used on site for bracing or to build forms for use on a contract can be purchased tax exempt.

The Ministry is still reviewing some of the items listed and will determine their status for a planned update to the bulletin in the near future.

Betting Against the Averages

Another substantive change for the construction industry is the expansion of PST to insurance premiums.

“Our contractors spend a lot of money on insurance, on everything from tools to vehicles to liability to bonding and benefit plans,” says Low. “As of August 1st, our contractors will have to pay the six per cent PST on all insurance products.”

“The initial reaction from the construction industry was somewhat negative,” says Jeff Welke, Executive Director of Communications, Ministry



of Finance. "However, meetings between Ministry officials and industry representatives have been very positive and constructive in helping to clarify issues and develop better information and transitional provisions."

The government has also developed information notices and bulletins to promote better understanding of the new tax rules. These bulletins are available on their website or at scaonline.ca.

On the Western Front

Welke states that the new changes to the PST align the construction industry more closely with the federal GST and HST of the harmonized provinces. Welke notes, however, that unlike GST and HST, the Saskatchewan PST doesn't apply to the price of land itself. The lot price of a new home sale, for example, is exempt.

"What is of grave concern to us is that neither Alberta nor B.C. applies the PST on their construction services so this makes us less competitive," says Low, who adds that the difference can be significant if a corporation is looking to invest \$200 million in the province. "If you look at the new system, Saskatchewan is the only western Canadian province to tax 100 per cent of construction services."

Despite this, Low remains optimistic about the future of the Saskatchewan construction industry.

"It was a tough budget for us but we still believe in the strength of Saskatchewan," she concludes. "We still believe that there are plenty of opportunities here for people to build and invest. Our contractors are resilient and will succeed in whatever conditions evolve." 🏠



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AN OUNCE OF PREVENTION...

By Misty Alexandre, Robertson Stromberg LLP

In the early growth stages of a construction business, the focus is often on marketing the business and obtaining work. Of course, these pursuits are worthwhile and necessary. However, at the same time, the best advice I can offer for a new or growing business is to ensure you complete your “legal due diligence” early on. After all, obtaining work is good, but getting paid for that work is even better.

As a basic starting point, I offer the following general legal tips for those who are starting, or growing, their construction business.

Get a Contract

Every business should have their own standard form of contract or subcontract. Handshake agreements can be dangerous, especially in the event of a dispute. Also, while the use of “one-liner” purchase orders and quotes are quite common, these documents often do not provide you with sufficient protection or a clear understanding of the expectations of the parties. For example, when a written request for quotations contains contract terms, and the quote is returned with amended contract terms, confusion can result (commonly referred to as the “battle of the forms”). Whenever there is uncertainty, implied terms and conduct of the parties becomes more relevant. From a legal standpoint,

deciphering the actual terms of the agreement can be a costly endeavour. As a result, I strongly recommend ensuring there is at least a basic contract, *signed by both parties*, in place regardless of the size of the project.

Keep in mind that you can have several forms of agreement prepared for use in different circumstances. On major projects, you may consider having a more complex document prepared, or alternatively, using some of the standard contracts prepared by the Canadian Construction Documents Committee or Canadian Construction Association (commonly known as the CCDC and CCA contracts). However, for smaller projects, a simple one- or two-page contract will often suffice.

Become Familiar with Standard Contracts in the Industry

In many cases, the party you are contracting with will have their own form of agreement for the project. Given the complexity of some of these agreements, it can be difficult to clearly identify your risks. As mentioned above, the CCDC and CCA documents are widely used in the construction industry and impose terms that are intended to be fair for both parties involved. If you become familiar with the terms of these standard contracts, it will help you identify risks on any project where the terms of the agreement are revised or substantially different than these standard contracts. Knowing your contractual risks from the outset is key to protecting yourself during the course of the project.

Make It a Habit to Follow the Contract Terms

Don't develop a practice where a contract is signed, and then filed away in a dusty drawer, only to be pulled out after a dispute is well under way. Contract terms have little benefit when they are not followed. Keep in mind that most

When a contract is first signed, consider having a “cheat sheet” prepared to identify key terms and deadlines; that way, a quick reference guide is on hand for periodic review.

contracts are drafted with crucial notice periods and deadlines (e.g. notices of delay, deadlines for disputing decisions or preserving arbitration rights, etc.). If a contract is only reviewed during a dispute, many of the notice periods and deadlines may have already expired by that time, leaving you with little recourse, or at least, reduced bargaining power. When a contract is first signed, consider having a “cheat sheet” prepared to identify key terms and deadlines; that way, a quick reference guide is on hand for periodic review, and is available if time becomes a factor.

Learn – and Use – Your Rights under *The Builders’ Lien Act*

The Builders’ Lien Act in Saskatchewan contains very powerful rights for anyone supplying labour or materials on a construction project, and from my perspective, knowing the basics of your rights and obligations under this legislation is crucial for anyone operating a business in the construction industry. Keep in mind that builders’ lien legislation varies from province to province, so be cautious when simply relying on “word of mouth” to learn your rights. Many of the local construction associations offer education sessions about this Act, so there are easy ways to properly learn the basics. Similar to contracts, builders’ lien rights are only valuable if you *know them and use them*.

While not an exhaustive list, some of the lesser known concepts in that Act include:

- You cannot “contract out” of the Act; any provision in an agreement that says otherwise is void;
- Liens are not available on every project (e.g. federal land or undertakings or reserve lands);
- There are two types of liens: (1) a Claim of Lien, which is typically registered on title (or in the case of Crown land, simply served on the appropriate office) and will charge both holdback and non-holdback funds, and (2) a Written Notice of a Lien, which is a form simply served on those above in the payment chain. While it cannot charge the holdback fund, it is very effective in stopping payments at the source and ensuring funds are set aside to cover the amount of the lien.
- Unlike many other provinces, lien rights don’t necessarily end 40 days after substantial completion.
 - ♦ For example, subject to limited exceptions, a party working for the owner directly can lien a project after the standard “40 clear days”, provided the statutory limitation period for the claim has not expired;

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- ◆ For subcontractors, a late filed lien will still attach to both holdback and non-holdback funds not yet paid out by the parties above you in the payment chain (e.g. if an owner is withholding funds, or maintaining the holdback beyond the 40 clear day period for various reasons);
- The Act imposes trust obligations on parties in the payment chain – those directly above must ensure

that funds received by them for the project are first paid to those directly below (e.g. contractor to subcontractors), and the funds must not be appropriated or converted otherwise until the parties below have been paid. Breach of these trust obligations is serious, and can lead to fines, imprisonment, and civil liability, which can also extend to directors, officers and “directing minds” of corporations

Similar to contracts, builders’ lien rights are only valuable if you know them and use them.

personally, and can (in some circumstances) even survive a filing for bankruptcy.

- The Act allows lien claimants to obtain crucial information from the owner, including terms of the prime contract, the state of accounts between the owner and contractor, and the existence of any Labour and Material Payment Bonds for the project.

Fully investigate the project financials/security before leaping in

Many contractors simply rely upon their lien rights in order to get themselves paid at the end of a project. However, liens are not a guarantee of payment by any means. If liens are not used early on in the process, most of the project funds could be paid out by the time you decide to lien. Relying on the 10 per cent holdback fund is not ideal security for payment of long overdue receivables.

Even if you lien early in the process, remember that your lien may be impacted by the available equity in the property. If the title to the project is encumbered with prior interests (e.g. mortgages), it could mean there is little to no equity available in the land for the ultimate benefit of lien claimants.

So, it’s important to know what other options are available to secure payment. As mentioned above, *The Builders Lien Act* allows lien claimants access to certain information from the owner directly. In particular, the existence of a Labour and Material Payment Bond will provide some assurance to subcontractors, but



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you should be aware of the terms and limitations of the bond itself (e.g. some bonds do not protect sub-contractors; notice periods and limitations for filing claims will be applicable; also, the amount of the bond may not cover all unpaid claimants). Some contracts will include a requirement for the owner to provide reasonable evidence that financial arrangements are in place in order to satisfy the owner's payment obligations under the contract (for example, see GC 5.1 of CCDC-2). Finally, there are various asset searches available from the public registries which can give some indication of a party's existing assets and financial capacity. If security for payment is an issue, consider whether you want the risk at all, or alternatively, ensure you have contract provisions (such as short timeframes for payment, stop work clauses, etc.) that will limit your exposure.

Learn the basics of bidding and tendering law

In order to obtain work, you should become familiar with the basics of bidding and tendering law. It is unfortunate when a contractor submits a competitive bid for a project, only to have their bid rejected because it is non-compliant with the rules of the tender process. The consequences for accepting non-compliant bids are significant, so it is quite common for bids to be rejected on this basis. The intricacies of bidding and tendering law cannot be fully explained in the scope of a short article, but again I encourage you to consult your local construction associations for educational sessions on this topic.

Don't delay in seeking legal advice

Despite your probable conclusion otherwise, this tip is not intended to be shameless self-promotion for

lawyers! Rather, it is intended as a cost saving measure, as 'preventative' legal advice is much more affordable than 'reactive' legal advice. If you don't have a contract, a lawyer can assist in drafting one that will contemplate a number of risks ahead of time and protect against them. Similarly, a lawyer can assist you in reviewing complex agreements and identifying risks ahead of time, many of which are subtly worded and not

readily apparent to the untrained eye. Finally, even if you prefer to handle disputes or negotiations directly, a lawyer can provide preliminary advice on impending deadlines or limitation periods for filing liens or commencing legal action to ensure you don't jeopardize your claim by waiting too long during the process. An ounce of prevention really is worth a pound of cure. 🏠

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BUILDFORCE: SASKATCHEWAN RE-CALIBRATES

2017 - 2026 in Saskatchewan

Saskatchewan is currently experiencing a pause following an extraordinary resource expansion that crested earlier than in other provinces. The construction industry is grappling with both the wind-down of major projects on the non-residential side and a residential sector regaining its footing following consecutive years of declines. This situation may be temporary and provides industry and the construction workforce opportunities to re-calibrate to meet anticipated project demands in the near future.

Residential activity is projected to pick up in 2017 and a series of planned major projects are expected to come on stream, restoring workforce requirements to new peak levels by 2021. Sustaining capacity to meet these and rising maintenance requirements is predicated on industry's ability to continue attracting and training workers during a period of lower growth. While 2017 and 2018 are projected to remain at slower activity levels than the recent past, they will maintain a relatively high employment rate.

Combined with workforce attrition, this relatively high employment will require the ongoing recruitment of skilled labour in the Saskatchewan marketplace over the next decade, even if at reduced rates. While Saskatchewan is projected to have 10 per cent fewer (5,200) construction employees by 2016, the road is not a clear path of decline. Rather 9,100 workers will retire and 10,400 new entrants will be required

to fill permanent vacancies and meet temporary demands over that period.

Significant expansion will resume in 2019 with an expected rise in major project demands, elevating non-residential employment to a new peak by 2021. However, the completion of those major projects will see employment decline after 2023. Rising maintenance and sustaining capital work requirements will help support employment at relatively high levels. Saskatchewan has cultivated a large, young and skilled workforce, trained to meet specialized residential- and engineering-sector demands.

The last decade pushed construction unemployment rates well below historical levels and attracted thousands of workers to the province. The province's rising unemployment rates between 2013 and 2016 are attributed to both job losses and workers returning from other provinces as work slows in other regions.

These changing market dynamics created new challenges for Saskatchewan following several years of strong growth. The current pause in growth provides an opportunity for the labour market to re-calibrate to meet the changing nature of future construction demands – residential slowing, major projects winding down, and the need to address an aging workforce.

Non-residential sector

Non-residential employment requirements are anticipated to continue a modest decline in the near term,

driven by slowing levels of engineering activity and a down-cycle in commercial and institutional investment.

Demand requirements are expected to rise to a new peak in 2021, but much depends on the timing of proposed major projects. Once projects are complete because expected declines over the later part of the decade are based on project completions. However, construction employment will remain at relatively high levels on maintenance needs and an economy and population that have grown significantly.

Engineering demands, which constitute about half of the province's total non-residential employment, rose slightly in 2016, but move lower in 2017 and over the near term with the completion of road, highway and bridge work and various heavy industrial projects.

More robust engineering employment growth is expected as planned utility, pipeline and mining projects come on stream, adding 2,200 jobs, or 15 per cent by 2021. Commercial and institutional building, which have been key sources of employment growth over the past four years, cycle down in 2017 due to government budget constraints and tepid residential growth.

A continued rise in industrial construction, driven by a recovering manufacturing sector, partly offsets declines, sustaining overall ICI building employment near current levels. Modest growth is anticipated to resume after 2019 when ICI building is expected to be the primary source of non-residential employment growth.

At the end of the decade, non-residential construction employs 3,700 fewer workers, an 11 per cent decline compared to 2016, and ICI building and maintenance play a more prominent role, employing 60 per cent of the non-residential workforce over the long term.

Key Takeaways

- Total non-residential employment requirements moderate in 2017 and 2018, then add employment opportunities to meet rising ICI building and major project demands.
- Peaks in major project demands include:
 - current highway and bridge construction that decline after 2017
 - planned mining projects that raise engineering demand from 2020 to 2023
 - pipeline demands that rise in 2017 and build to peak levels in 2019 as projects overlap
 - utility-related natural gas and hydro projects that remain elevated between 2017 and 2019
- Project completions after 2021 release more than 4,000 workers, but many are likely to be absorbed by rising maintenance and other non-residential construction markets.
- Employment is expected to remain at high levels and age-related exits will maintain pressure on the industry to replace retiring workers.

Planning for slower growth

Following several years of strong growth, Saskatchewan's labour market is expected to slow over the long term, but changing demographics will require industry to remain focused on recruiting new workers to replace an aging workforce. Retirements (including mortality) are expected to draw an estimated 9,100 workers from the



province's construction industry over the next 10 years – 17 per cent of the current labour force.

A key strength for Saskatchewan is that it has one of the youngest populations in Canada, reflecting in-migration of

younger workers and a high natural rate of population growth (births less deaths). These young workers provide both the labour to maintain the construction workforce and the population base creating ongoing demand for development and investment. 🏠



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LINKING SKILLS AND AMBITION

Federal Skills Link program flows talented youth into great careers

By Kelly Gray, DEL Staff Writer

Skills Link is a career entry program for applicants between the ages of 18 and 29 years that want to establish themselves in a construction trade. Administered by the SCA, the program is 10 weeks, offering two weeks of classroom time followed by eight weeks of on-the-job mentoring by a participating company. In exchange, the company gets a pre-screened, eager applicant with introductory construction training, preliminary safety courses, and an eight-week income supplement from the federal government.

The trades included are: carpentry; welding; heavy-duty mechanic;

roofing; plumbing; steel fabrication; electrical; millworking, concrete; drywall; flooring; painting; masonry; and plumbing. Trades available in each intake are dependent on the needs of participating businesses.

The idea behind Skills Link is to match employers with committed entry level workers that are looking to excel in their jobs and learn a skilled trade. "It's a great way to test the waters and discover if a trade is right for you," says Tyler Sotnikow, President of Charter Mechanical Inc., a Saskatoon-based contractor that is a business participant in the program. At Charter Mechanical,

they currently have one employee through the Skills Link program.

"We were contacted about the program and have been glad we participated. We are always looking for the right workers and it can be a challenge to find people that have the right attitude and aptitude. The Skills Link program lets both employer and worker get to know each other to see if the fit is right," he says, noting that Saskatchewan construction faces challenges finding enough skilled labour. "Schools could be better at letting students know about the benefits of trade involvement and



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ways to get involved in programs. But once students are out of high school, programs like Skills Link are essential to helping industry and business get the skilled people they need to move things forward.”

A good case in point is the experience of Quinn Read and Adam Sembalerus. Both are Skills Link participants who were job seekers looking for a way into the trades.

Adam is now placed with Offroad Exteriors, a Martensville-based company that works in and around Saskatoon. He reports that he got involved in construction when he was just 16 years old and working alongside his father doing framing jobs.

“I was looking for something more permanent and was on Kijiji searching through the construction jobs section when I saw an ad for Skills Link. I emailed Jon Thiessen (SCA Career Coach) in January and was on the job with Offroad March 1, 2017,” he says, adding that this job has him now doing some condo repair work to stucco and siding.

One of the benefits of Skills Link placement is the ability to gain valuable knowledge in a range of areas. “The more you know, the more valuable you are to prospective employers,” says Adam. “I now have my first aid and other certificates. If I want I can go as far as possible and hope to obtain my Red Seal.”

Quinn Read is another participant who saw an ad for Skill Links and took up the challenge. “I was in Ontario and saw an ad online for this opportunity in Saskatchewan. I’m from Melville and welcomed a chance to come home and work.”


Quinn made the connection to Skills Link in September 2016 by e-mailing

SCA Career Coach Shawn McCall. Today, after nine months on the job, Quinn is an apprentice carpenter working with Ledcor in Regina. “Shawn made things really easy for me. He had all the paperwork set up in advance and all arrangements were made for the necessary safety courses. Now I’m thinking about getting my Red Seal and moving forward on my career,” he says.

Participants are paid minimum wage during the two-week classroom training. During the work placement, the worker is paid an entry level wage based on an employer’s pay scale. During the eight-week placement in a construction trade employers offer job coach training and on-site supervision. After successful eight-week placements participants typically receive an offer for full-time employment.

“This is an opportunity to access a career path that provides candidates with career training in the construction trades. The experience gained by the students and the networks they establish through the program will be very valuable when making career-life decisions in the future,” says SCA Coach Jon Thiessen, who notes that an internship coordinator and job coach are responsible for monitoring the student’s progress and act as a support for both the employer and the intern.

“This path provides candidates with career training and counselling, a tradesperson mentor, and a job coach. The experience gained and networks established through the program will prove to be very valuable when making career-life decisions in the future,” Thiessen concludes.

More information is available at thinkconstructions.ca/skills-link 

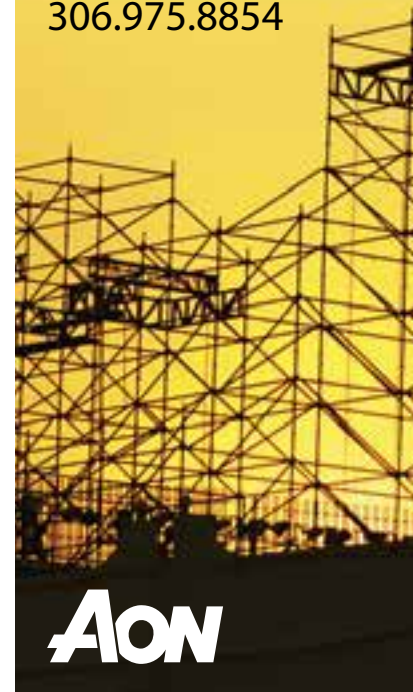
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CHAMPIONING FIRST NATIONS APPRENTICES

Saskatchewan Indian Institute of Technologies fills a vital role

By Fiji Robinson, Marketing & Communications Consultant, Saskatchewan Indian Institute of Technologies



The federal *Careers in Construction* initiative estimates that more than 9,000 workers from across all construction trades and occupations will retire from the Saskatchewan construction industry over the next decade. Given demographic trends, the industry will need to attract and recruit youth, Aboriginal people, women, and newcomers to help offset these retirements.

“The exit of the baby boomer generation is a prime opportunity for the entry of First Nations workers into the labour market,” said Riel Bellegarde, President of the Saskatchewan Indian Institute of Technologies (SIIT).

SIIT has been offering trades training to First Nations learners for close to 40 years and has developed a unique and successful apprenticeship training system. That approach was the result of

a transformative moment in 1998 with the building of First Nations University of Canada in Regina.

Stakeholders of the new university wanted to ensure that 50 per cent of the construction workforce of skilled and certified tradespeople was Aboriginal, but the contractor was unable to fulfill the requirements. That gave SIIT’s Trades & Industrial Department the chance to jump-start a pilot project utilizing the apprenticeship model in which apprentices first find employment through industry connections and then enter into training.

This pilot was the beginning of the Construction Career Development Project which ultimately became Construction Careers Regina (CCR), the first of eight SIIT career centres across the province. The centres are hubs for skills training, upgrading, and trade

certification in the construction and industrial sectors.

Another next significant development occurred in 1998 when SIIT and the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) established the SIIT Joint Training Committee (JTC) to encourage qualified First Nation individuals to enter the construction trades as apprentices.

“We are committed to satisfying industry demand for a skilled and certified workforce in Saskatchewan,” said Jeff Ritter, CEO of the SATCC. “With that task has come our commitment to ensure that First Nations apprentices are part of the solution, involved and engaged in the apprenticeship and certification system.”

“The JTC champions each apprentice as they gain work experience and

undertake the necessary periods of technical training,” explained JTC Coordinator Shelley Macnab. “Apprentice hours are recorded, job coaches keep them on track, and suitable employers are found so they can fulfill requirements at each level of training.”

SIIT celebrated its 100th apprentice to graduate as a Red Seal Endorsed journeyman in December 2016. Blake Brass completed his apprenticeship with Wadena Steel, where he still works as a journeyman welder today. Like many apprentices, Blake’s family was a contributing factor as to why he entered the system.

“I was drawn to welding through my brother who went to SIIT before me,” Brass said. “I thought if he can do it, I can do it.”

SIIT’s career centres and the JTC partner with close to 60 industry members to safeguard the success of the apprenticeship program.

“SIIT gets it,” said Boyd Plaxton, Special Projects/Labour Coordinator for Quorex Construction Services Ltd. in Saskatoon. “Members can access apprentices through the JTC database in one or two phone calls, and being able to step in to make suggestions for the program can make a real difference.”

“First Nations learners have unique circumstances and I think the strength of training at SIIT is that it continues to address the effects of colonization, social exclusion, and economic marginalization felt by them,” said Mark Pollard, Dean of Trades and Industrial.

Ready to add another 25 apprentices to the system over the upcoming year, the SIIT JTC looks forward to encouraging the next generation of First Nations skilled trades people. 🏠



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P3 SCHOOLS ALREADY TEACHING LESSONS

By Reagan Reese Seidler, SaskBuilds

My childhood school was something between a bunker and a hobbit hole. To give credit where due, it was safe from Soviet attack – rarely a priority in learning facilities. True, we didn't have much in the way of windows or ventilation or soundproofing. But were a tornado on the horizon, we could continue unperturbed.

Walking through the province's new joint-use schools, it's clear a generational shift has taken place. In the same way our grandparents' one room schoolhouses evolved into schools of my day, P3 schools are a leap forward of similar magnitude.

The first thing you notice is that the whole place is bright. Huge windows draw light in like a cathedral. When the sun is on the other side, solatubes on the ceiling collect and direct sunlight inwards.

But the game changer isn't the daylight coming in, it's that there's little standing in its way. Spaces are open and flow into each other.

Where there are walls, they're not necessarily impediments. Many have large garage doors built in, letting teachers close rooms for tests and have them wide open for activities.

It reflects feedback that came from participatory design sessions early in the process, says SaskBuilds project director Andrea Mulholland. Early on, people who would use the facility in the future – staff, students, parents – gave feedback on what would make for the best possible experience.

“The participatory sessions highlighted the need to create spaces that support individual student needs, and created a deeper understanding of the flexibility and adaptability required for a successful learning environment. Participants wanted flexible spaces and rooms they could open up to join with neighbouring classes, hallways and breakout spaces as it suits them,” Mulholland notes.

“The rooms in these schools adjust easily, so a teacher could facilitate small group projects in the morning and bring two grades together for a science experiment in the afternoon.”

It's not like classrooms really have an endpoint, either. It might be fair to say most of the building is a classroom.

Hallways, common areas, lobbies, even the landscaping is equipped for learning. Creative teachers will no doubt have a lot of flexibility.



The design model will be closely monitored over the life of the P3 to ensure the outcomes are meeting their intent.

And, while lacking the Cold War feel of my day, the joint-use schools are made to help students be safe. In today's day and age, that safety comes from bullying prevention.

"We also heard the need for passive supervision, for teachers to have good lines of sight on what's happening even if they're not nearby.

"All rooms, including boot rooms and even bathrooms, are built to make it easy for staff to monitor what's going on," Mulholland explains.

Schools were built using a design-build-finance-maintain P3. She adds the partnership brought a number of other advantages to the table as well.

"Integrating design, construction and maintenance phases brings huge advantages. Having everyone at the table from the start means from day one, builders are thinking long-term."

Under terms of the agreement, government's private sector partner must keep the schools in good condition for 30 years – effectively offering a very long-term warranty.

They will receive payments worth \$587 million (in 2015 dollars) over the 32-year contract, a great price considering the scope of the project.

"We compared doing the exact same work – design, construction, same level of maintenance, and so on – with and without a P3. The P3 approach showed to be about \$100 million dollars cheaper."

More than 70 Saskatchewan companies took part in the build.

The Electrical Contractors Association of Saskatchewan celebrated their part in the build with congratulatory messages to local newspapers, while the Saskatchewan Masonry Institute co-hosted a celebration event with government on June 19.

Before and after the successful proponent was chosen, P3 design-build leads were in touch with local contractors to understand what the local supply chain could offer.

These meetings were a major reason Saskatchewan's masonry industry could respond so well, says Brxton Masonry's Ryan Leech.

"We always appreciate seeing as far down the pipeline as we can. When we know work is coming, we can plan for it and position the industry to deliver," says Leech.

"Working with Saskatchewan companies is a huge advantage. You take a lot of risk out of the schedule by having businesses that are nearby and accessible. It vastly reduces risks from out of province production and delivery challenges."

SaskBuilds has pledged to continue the early business-to-business meetings that helped the local masonry industry and others.

"They've proven a benefit to everyone involved and are now a standard part of our projects," confirms Rupen Pandya, President and CEO of SaskBuilds.

Schools wrapped up on-schedule on June 30 and open this fall in Regina, Saskatoon, Warman and Martensville. 🏫



#transformSK

Changing Saskatchewan one idea at a time

By Melanie Franner, DEL Staff Writer

On June 1, 2016, while delivering the provincial budget, Finance Minister Kevin Doherty called on the people of Saskatchewan to seek “transformational change,” in light of a projected \$434 million deficit. A year later, Saskatchewan people have responded through the #TransformSK consultations.

“The Finance Minister presented an opportunity and we chose to engage,” says John Lax, Manager with the SCA. “It turned out we weren’t the only group interested.”

A group of five leading business support organizations opted to commit significant time and resources to asking the people of Saskatchewan what the province and its people could do differently. The groups were the SCA; the Saskatchewan Chamber of Commerce; the Saskatchewan Mining Association; the Agricultural Producers Association of Saskatchewan; and the Saskatchewan Manufacturing Council.

Together, they travelled the province, engaging with community and business leaders. The consultation amounted to 60 live, town-hall sessions in late 2016 and early 2017, plus online feedback and formal submissions from several

major organizations, including the Saskatchewan Union of Nurses, Progressive Contractors Association, and the Saskatchewan Environmental Society.

“We are exceptionally happy with the results. We put together a concerted effort to drive change and we got substantive responses as a result,” explained Lax.

United We Stand

Key findings were summarized in a final report, *The Upstream Economy: A Generational Dialogue for Transformational Change*. The feedback was surprisingly similar across the province.

The most important issues to Saskatchewan people seem to be about healthcare, education, and aboriginal engagement. In each area there was clear acknowledgement that serious reforms are badly needed. A willingness to allow government some latitude to try new things – even if they fail – was also apparent.

Bev Robertson is Chairman of the Board for Bushwakker Brewing Company Ltd. His initial scepticism upon hearing about TransformSK changed significantly when he attended one of the live sessions.

“The economies of developed countries are undergoing a major shift away from resource and commodity dependence to HR dependence,” he says. “This leaves Saskatchewan in a very bad place. Major commitments to change are needed. TransformSK is a start.”

Robertson heard about many issues while at the session, describing them as a “wide spectrum of commentary”. But he’s quick to add that some consensus arose with regard to a finite, but not small, list of issues.

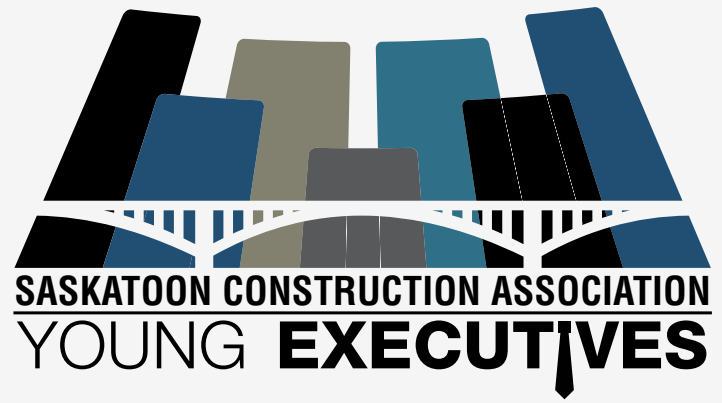
Topping his list is the provincial education system in light of the new HR economy.

“In general, there is a yawning gap in the province between needs in education, training and the R&D community and the resources needed to meet those needs,” he says. “What we decide to do about this gap will determine our future.”

Dallas Philippon is a Geographical Engineer with Matrix Solutions Inc. His general interest in the topic of



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I’m not an Executive – can I still get involved?

Absolutely. The Young Executives welcome members from all career levels and positions in order to develop their connections and skills in the industry. Experiences with the YE have even led members to move on to association committees and the Board of Directors!

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transformational change led him to attend a night session in Swift Current.

"I found it engaging from both the ideas themselves that were generated during the evening and the educational aspect of having my own opinions probed in order to better draw them out," says Philippon, who adds that the final report has many great ideas, some of which he hopes to see materialize as concrete changes.

"I felt this initiative provided a forum for gathering ideas of how things have changed, where they are going and how we can improve as a province going forward," he adds.

Carmen Milenkovic, Executive Director of the Saskatchewan Craft Council, found her session in Saskatoon "scintillating and honest".

"I had the benefit of being part of a smaller group representing a number of industries, unions, educators and

enablers," she explains. "I felt that everyone at the table was committed to the discussion and willing to speak outside of their jurisdiction."

Milenkovic goes on to describe TransformSK as "a process".

"It becomes a mechanism to move us out of the 'box' and into an open space where big ideas and collaboration can have a real impact," she says, adding that the creation of TransformSK is timely. "It's clear that there's a deep dissatisfaction, worldwide, with the institutions that govern us and provide services. For example, an entrenched system of government that doesn't allow for long-term planning often results in chaotic and opportunistic decision making instead of creating strategic pathways for public good."

The Indigenous population is another area of interest for Milenkovic.

"I was pleased that the contribution of Indigenous peoples is recognized,"

she says. "And that the TRC's Calls to Action is seen as a road map that we must internalize and act upon."



TAN PRESTON PHOTOGRAPHY

Milenkovic, however, is disappointed that neither the words "creativity" nor "art" were used within it.

"It demonstrates a misunderstanding of the fundamental and transformative role that creative industries and art play in a society. Art shoulders the knowledge economy and assists in the development of ideas and inventions," she explains. "Art and creativity provide us with a reflection of ourselves, a look at our history, and the groundwork for the path forward."

Where Now?

The #TransformSK partners have distilled the public feedback to 45 calls to action that serve as the starting point of conversations. There are no clear-cut answer as to what the next steps will be.

"Our five organizations have moved this as far as we can for now," says Lax. "We need partners, experts and engaged third parties to have the conversations - this is just a starting point."

"Some of the ideas are more feasible than others right now but they're all worth exploring - even if for no other reason than they are the thoughts and ideas of Saskatchewan's citizens," concludes Lax. "Our hope is that we will be able to have some of these conversations with government in the future to start building generational prosperity." 🏠



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SKILLS, YOUTH & COMMUNITY

Sask Polytechnic and Habitat for Humanity Team Up to Make Difference through Construction

By Brianna Bergeron, Communication Strategist, Saskatchewan Polytechnic

Giving students the skills and experiences to be productive on the job “from day one.”

In June 2017 Habitat for Humanity and Saskatchewan Polytechnic had a sod turning event as they prepare to move their third Habitat for Humanity house to its permanent home. Earlier this year carpentry students at the Prince Albert campus of Saskatchewan Polytechnic began a seven-week project to frame and finish the exterior of a house that will be a home for a local family in need. Under the five-year plan, the students will frame five houses and install five sets of windows, exterior doors, siding, soffits and shingles for a Prince Albert family.

“Habitat for Humanity, Prince Albert, is pleased to announce the commencement of our third home built in partnership with Sask Polytech. The partnership between Sask Polytech and Habitat continues to be invaluable to our mission of building affordable homes,” says John van Leeuwen, Habitat for

Humanity executive director. “The families that receive our homes also receive increased hope for their future. A home provided to them with no down payment and a no-interest mortgage allows them to realize home ownership and helps them secure long-term stability in the lives of their family. Sask Polytech is an integral part of that realization for another deserving Habitat family.”

Saskatchewan Polytechnic provides close to 80 work-integrated learning programs for students earning certificates, diplomas and degrees. It also delivers 24 apprenticeship programs. Also known as applied learning or experiential learning, these programs include apprenticeships, co-ops, internships, field experiences, clinical placements and professional practice. All give students practical workplace experiences and a chance to apply and demonstrate their skills – building a bridge between classroom training and working on the job.

The five-year Habitat for Humanity partnership is a perfect example of work-integrated learning benefiting students, employers and the local community.

“Our carpentry students work diligently over their short seven-week program to build a Habitat for Humanity home,” shares Ryan Hooyenga, School of Construction program head. “This is great hands-on, practical experience for our students, allowing them to focus on applied learning during their training time. We are proud of our partnership and of the remarkable work Habitat for Humanity does in Prince Albert.”

Habitat for Humanity funds materials for the homes and is responsible for finishing the interior of the house, aided by the families that will live in the homes. This third home was built at Prince Albert campus and will be moved to its permanent location this summer for the recipient family. 🏠

CONSTRUCTION IS BUILDING COMMUNITIES



By Chelsey Lemke, Manager, Fund Development, Habitat for Humanity Regina

Habitat for Humanity Regina's Haultain Crossing development is the second largest Habitat development in Canadian history. The project is located on the site of the previous Haultain School, in Regina's Eastview community. Haultain Crossing will be home to between 200 and 250 individuals in 62 townhome style condos.

Recently, Habitat for Humanity Canada was the subject of a study on Social Return on Investment. The study found that for every \$1 invested in Habitat's cause, there was a \$4 Social Return on Investment to the local community. Over two generations the compounded return was \$175,000 per family served. For the community of Eastview and the city of Regina, Haultain Crossing will result in a \$10,850,000 societal benefit, based on these findings.

The amount is calculated over two generations and considers life changing benefits such as: reduced need of social services; reduction in use of financial aid programs; increased tax payments; and the higher likelihood of the second generation becoming traditional homeowners. Furthermore, a Canadian Mortgage and Housing Corporation (CMHC) study showed many additional

positive changes, including: 40.6 per cent of families reporting a marked increase in the school grades of their children; 22.9 per cent of the parents went back to school; 34.1 per cent of the income earners moved on to better jobs; and 36.1 per cent were less reliant on social assistance and community services.

Not only is Habitat for Humanity Regina changing the lives of families and future generations through homeownership, they also have a unique education partnership with the Regina and area students through their Trades and Skills Construction Apprenticeship Program (TASCAP).

TASCAP is a partnership between the Regina Trades & Skills Centre, Regina Public Schools, Regina Catholic School Division, and Prairie Valley School Division. Through the initiative, grade 11 and 12 students in Regina and area have the option to spend an entire semester building on-site with Habitat to earn credits as well as apprenticeship hours that they can later use towards certification, should they choose to pursue a career in the trades after high school.

The program not only provides valuable trade skills to the participating students, but also allows them to grow in additional ways by having the experience of building along-side the Habitat families and partners. Over-and-above learning the skills of various trades, and the importance of time management and budgeting,

the students learn about community, empathy, tolerance, and volunteerism. This program engages students from all walks of life and prepares them for life after graduation.

Habitat for Humanity fundraises approximately \$190,000 per home. Habitat families qualify on a needs-based selection system and purchase their home from Habitat at fair market value with an interest free, zero down-payment mortgage, set at 25 per cent of the homeowners' gross annual income. All the mortgage payments are placed into a revolving fund, called the Fund for Humanity, to pay in perpetuity for the construction of more homes within Regina.

To qualify for the Habitat for Humanity Regina program the applicant must earn between \$32,000 and \$66,500 annually. They must have lived in Regina for a minimum of two years and in Canada for three. They also must have stable and reliable income that supports their ability to repay a mortgage. A common misconception about Habitat for Humanity is that the homes are given freely to families who do not generate an income. The reality is Habitat families are hardworking but face circumstances that limit their access to homeownership through traditional mortgages.

To support or learn more about Habitat for Humanity Regina please visit www.habitatregina.ca or contact Fund Development Manager, Chelsey Lemke at (306) 347-4652. 📱

BUILDING HOMES FOR THE NEW GENERATION

Balancing Affordability with Today's Must-Haves

Saskatoon & Region
Home Builders'
Association



By the Saskatoon & Region Home Builders' Association

Balancing one's visions of the ideal home with one's budget has always been a battle, but now more than ever builders in Saskatoon are having to come up with creative ways to give the next generation of home buyers homes that they both want and can afford. The much-talked about generation of "millennials," a blanket term for anyone born between 1980 and 2000, now make up a large portion of the first-time home buyer market, and their list of must-haves is noticeably different than their parents'.

The internet is flush with articles commenting on the new generation of buyers' propensity toward higher-

end finishes. Instead of thinking of things like quartz countertops and hardwood flooring as something to aspire to as part of a later upgrade like their parents did, buyers are now expecting these things out of their first home. Alex Miller, co-founder and CEO Operations of Innovative Residential, a building company which caters to first-time buyers in Saskatoon, has seen plenty of evidence to support this:

"Quality is always going to be the most important building trait for our company, and over the years we have had to add more and more extra finishes because that's what people want right now. It's tough

because it puts a huge crunch on their affordability."

Higher-end finishes are far from the only hurdle toward building homes that first-time buyers in Saskatoon can afford. Rising land costs, the Government of Saskatchewan's recent decision to add six per cent PST to the cost of construction labour, levies and regulations at the municipal level, and a national requirement to have mortgage applicants undergo a "stress test" that effectively ensures that people qualify for a loan at a worst-case-scenario lending rate are all major hurdles toward building homes that first-time buyers can afford. And these are just

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Higher-end finishes are far from the only hurdle toward building homes that first-time buyers in Saskatoon can afford.

some of the changes that builders have had to face in the last twelve months.

What's the solution? Do builders go back to leaving out some of those higher-end finishes? As Miller points out, just because somebody includes something on their list of wants when asked about it doesn't mean that it converts to a sale, especially if it makes the difference between being able to afford a home or not. But is going back to more affordable finishes even feasible at this point, or have these higher-end finishes become the new norm?

Andrew Williams, CEO of North Prairie Developments, compares the change in perspective to similar changes in the auto industry, saying,

"Decades ago power windows in a car would have been considered a luxury add-on. Today, it's just something that somebody expects out of a new vehicle. It's the same with things we used to refer to as luxury finishes in a home. Twenty years ago it was common for new homes to be built with [lower-end finishes like] vinyl flooring, but that's not acceptable anymore. Granite countertops and hardwood floors aren't luxury items anymore, they're the new norm, so we have to start at that baseline when deciding what to offer in a home."

This means that in lieu of sacrificing finishes, builders and developers are having to come up with more creative ways to improve affordability. This can include creative floorplans that make better use of less square footage,

higher-density developments, and a shift toward more multi-family products in the market. But according to Williams,

"Builders and developers have the experience and willingness to innovate to respond to market needs, but space and opportunity to do so is not often there; city bylaws and regulations are necessary, but sometimes the process can delay or prevent the

implementation of new ideas and hinder innovation."

Again, what's the solution? Will there be an update to regulations allowing builders more flexibility to enhance affordability? Will first-time buyers loosen their requirements for high-end finishes? Will the price of homes simply go up? Only time will tell, but one thing's for sure: this is not your parents' housing market. 🏠

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MILLENNIALS SHAPE THE NEW HOME MARKET



By Stu Niebergall, President & CEO, Regina & Region Home Builders' Association

Millennials have begun to shape the new home market. At the same time, many of the trends and values that are shaping their first home expectations are not so different than previous generations.

In a recent Home Buyers Insights Report, which surveyed first time home buyer individuals and families, millennials considered home ownership a key aspect in adulthood and success. The report noted that 60 per cent of first time home buyers associated home ownership with security, 58 per cent with responsibility, and 57 per cent with happiness.

It's not surprising millennials consider home ownership important in their lives. Buying a first home is an emotional experience. Besides the benefit of building equity instead of paying rent, the sense of "a place to call your own" has always hit a chord with first time home buyers.

Millennial home buying intentions match well with the City of Regina's Official Community Plan, which directs future growth of 30 per cent infill development and 70 per cent greenfield development.

It is often thought that millennials prefer cool, densely populated urban cores but only 26 per cent of millennials report wanting a home in urban core areas. Instead, over 50 per cent indicated a preference for the suburbs. This may, in part, be due to the fact that 75 per cent reported a desire for single-family homes whereas only 11 per cent preferred townhouses and just 6 per cent sought condos.

Millennial home buying intentions match well with the City of Regina's Official Community Plan, which directs future growth of 30 per cent infill development and 70 per cent greenfield development.

At 75 per cent of respondents, the most commonly desired home is one they can "grow into," fitting future

needs, even if not today's. At the same time, less than a third of respondents suggested that they would give up key features to stay within budget. Instead, 69 per cent suggested they would delay their new home purchase to save more money to move into a nicer home in the future.

The principal thing holding millennials back from home purchases is that they don't think they can afford a home – or at least not the type of home they believe will best suit their needs.

The web based lobby group Generation Squeezed points out that Canadians in their 20s, 30s and 40s, need two income earners today to match the buying power of a single bread-winner in the 1970s. In many Canadian markets young people are squeezed for income because housing prices have doubled or even tripled. For many in Canada's largest cities, a small condo is the new 'starter home' and small single detached homes are left for the highest wage earners.

As first-time home buyers wrestle with decisions related to their housing aspirations, they may want to consider that this is an excellent time for people and families to build or buy a new home. New home prices in the short term are only expected to rise marginally. New home quality, the latest technology and better energy efficiency has never been greater. Homebuyers have a lot of choice right now, with a good selection in styles, location and price ranges. As mortgage rates are anticipated to rise over the long term, they continue to be at very attractive levels. In addition, the market place is less rushed right now, so the home buyer has time to make important choices at their own pace. As a long-term investment, housing has historically performed well and is a sound investment.

What was important to home buyers of the past is still consistent today: they care about getting what they want; their budget; maximizing the value they get out of a new home; and, most of all, what buying a new home will mean for them and their family. 🏠

STRONG COMMUNITIES

Pre-tender Services Give Peace of Mind to the Designer and the Client



By Megan Jane, Executive Coordinator, Saskatchewan Construction Association

Here at the provincial association, we are concerned with commercial construction but many of our members dabble in residential construction, as well. All our members have access to the online plans room, but are they using the plans room and the association to its full potential? It's unlikely, but we're working to change that. Here, I would like to share a success story.

Len Usiskin has been the general manager of Quint Developments for almost 20 years, which he explains is a "not for profit community economic development organization" with a goal of creating economic opportunities for stable housing, jobs and development to strengthen communities in Saskatoon's core neighborhoods. Building affordable houses since 1996, the initiative is supported by civic and provincial governments as well as Saskatoon based businesses, and is currently developing 26 townhouses for subsidized affordable rental housing in the Pleasant Hill neighborhood on Avenue O.

Oxbow Architecture is a small Saskatoon based architecture and landscape architecture facility, specializing in commercial, residential and institutional architecture. Jim Siemens, who has over 20 years' experience in the industry, is the owner who worked closely with Quint Developments to design the special housing project on Avenue O, and the Saskatoon Construction Association to promote the project.

As the project is funded by federal, provincial and municipal governments, it required public tendering and full transparency. The Saskatoon Construction Association offered the perfect means to accomplish this.

When asked about the benefits of advertising the project through the pre-tendering service, and its impact on procurement, Jim stated, "pre-tendering allowed suppliers to ask questions in advance, and offer some of their most appropriate products...it identifies some opportunities and saves some time when it comes to reviewing equals and substitutions for products during the bidding process."

The association provided Jim with valuable statistics throughout the procurement process, including number of document hits (8,324), users (289), subscribers (over 50 during the tender period) with over 60 companies and 15 subscribers at the pre-tender stage. To put that in perspective, similar projects not advertised in pre-bid received 81 per cent less document hits, 51 per cent less users, and 50 per cent less confirmed bidder activity.

"We found the statistics tracking of who viewed the documents gave the clients some assurance that their project was getting some good coverage," Jim explained. "It gives us peace of mind that we will receive competitive bids before tender close."

Clients can often get nervous that their project is not getting enough competitive attention, but the association was very helpful in providing those statistics and downloads that indicated the volume of interest and people actively pursuing the project.

Len agreed that the statistics helped them monitor the interest the project was receiving, and proved very useful to them in getting a sense of which companies were seriously considering participating. It is for this reason, that Jim at Oxbow Architecture wholeheartedly recommends the use of construction association services to other consultants; "it takes the burden off administering the tendering bid document" and described the staff as "extremely courteous, professional and proactive."

The groundbreaking ceremony for the Quint Developments Avenue O townhouses project was June 26, 2017.

If you have questions about the services discussed in this article, please contact Matthew Farthing, Manager of the Construction Association Network of Saskatchewan at manager@constructionnetworksk.ca or your local construction association. 📱

RECENT CHANGES IN CONSTRUCTION EMPLOYMENT

By Doug Elliott, publisher, Sask Trends Monitor

The slowdown in construction work in 2015 and 2016 had a predictable effect on employment. Counting both residential and non-residential employment, the number of Saskatchewan residents working in construction fell by 10 per cent (6,000 persons) between 2014 and 2016 and is on track to fall by another 1,000 this year (see Figure 1).

Figure 1 also shows that, over the long term, employment in construction has growing rapidly, more than doubling from 24,200 in 2004 to the peak of 57,200 in 2014. This is equivalent to an average annual growth rate of nine per cent. Over the ten-year period, construction accounted for a third of the employment growth in the province. Even with three consecutive declines, employment this year will still be above the 2012 level.

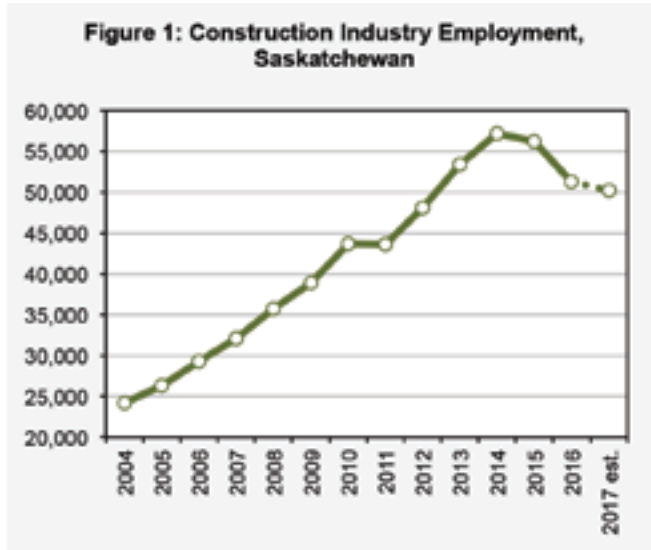
The construction industry remains a major part of the provincial economy. In an average month last year, the 51,300 Saskatchewan residents employed in the construction industry represented nine per cent of employees in the province, making construction the third largest industry group after health care and retail trade.

During the slowdown, there were employment declines in other parts of Canada but Saskatchewan has been particularly hard hit. Compared with the 10 per cent drop in Saskatchewan between 2014 and 2016 construction employment:

- grew by one per cent in Canada as a whole;
- fell by two per cent in Alberta; and
- increased by seven per cent in Manitoba.

Recent reports suggest that the recovering oil/gas sector is having trouble convincing former employees to return to work. The obvious question is whether the construction industry will have the same problem when the current slump ends. This analysis looks at where employment declined from 2014 to 2016 to shed some light on that question.

These statistics are from Statistics Canada's monthly Labour Force Survey (LFS). They describe the number of Saskatchewan residents who reported that their main (or only) job was in the construction industry. Residential, heavy/engineering, and non-residential construction are included. The LFS is not conducted on Reserve.



Location

The LFS measures employment according to where you live rather than where you work. Figure 2 shows that the decline from 2014 to 2016 was uniformly spread across the province. The number of construction workers fell by:

- 12 per cent in Regina;
- 10 per cent in Saskatoon; and
- 10 per cent outside the two major centres.

Demographics

From 2014 to 2016, construction employment fell among both men and women but the decline was more pronounced among women. Women remain under-represented in the industry, accounting for 10 per cent of construction employment.

Figure 2: Construction Employment by Residence, Saskatchewan

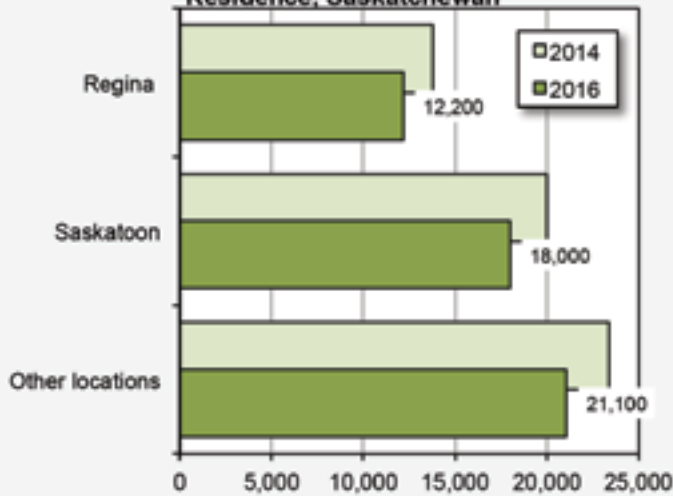


Figure 3: Age Group of Construction Workers, Saskatchewan

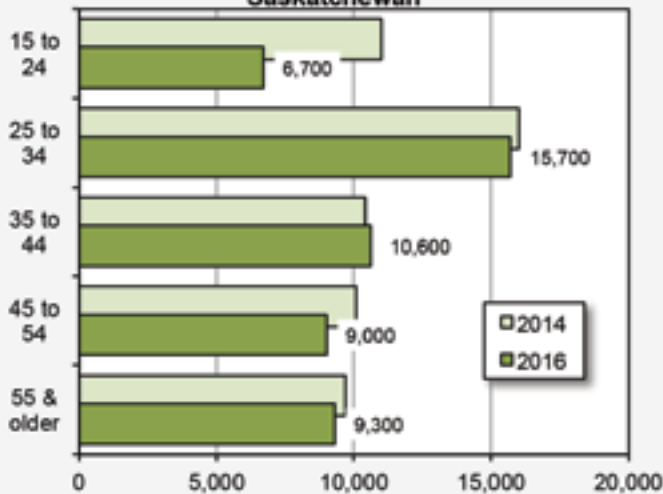
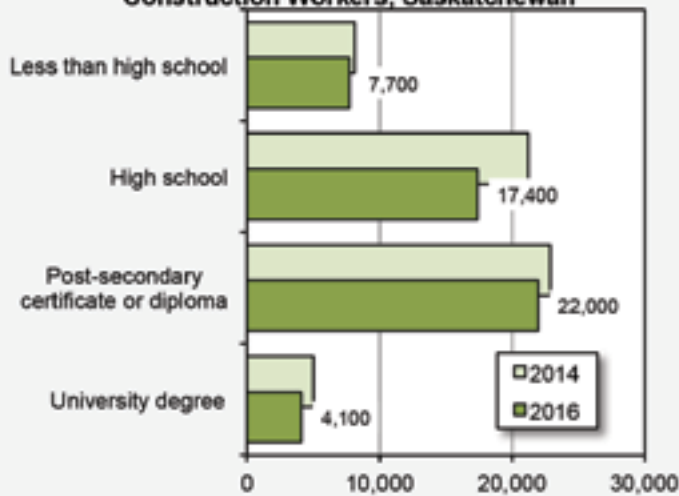


Figure 4: Completed Education Level for Construction Workers, Saskatchewan



The drop from 2014 to 2016 was concentrated among young people. Figure 3 shows that employment among those 15 to 24 years of age fell sharply, declining by 40 per cent over the two years. There were also modest declines among those 45 years of age and older. Employment in the middle age groups remained effectively constant.

The older workers who have left employment will probably not return whereas those 15 to 24 years of age will return when work is available, although it will be a different group of individuals by then. The retention of young adults (25 to 44 years of age) in the sector is positive; the industry has retained a key demographic for future growth.

Educational Attainment

The decline in employment in 2014 to 2016 was, not surprisingly, concentrated among those with lower levels of formal education.

From 2014 to 2016, seven out of ten jobs lost in the industry were among those with at best a Grade 12 diploma. The number of workers with a post-secondary education fell as well, but by a modest six per cent. Most of these post-secondary graduates have a certificate or diploma (including a trades certificate) so the industry is doing a good job retaining those with higher levels of formal education.

As of 2016, 51 per cent of those employed in construction were post-secondary graduates.

Hours of Work and Job Type

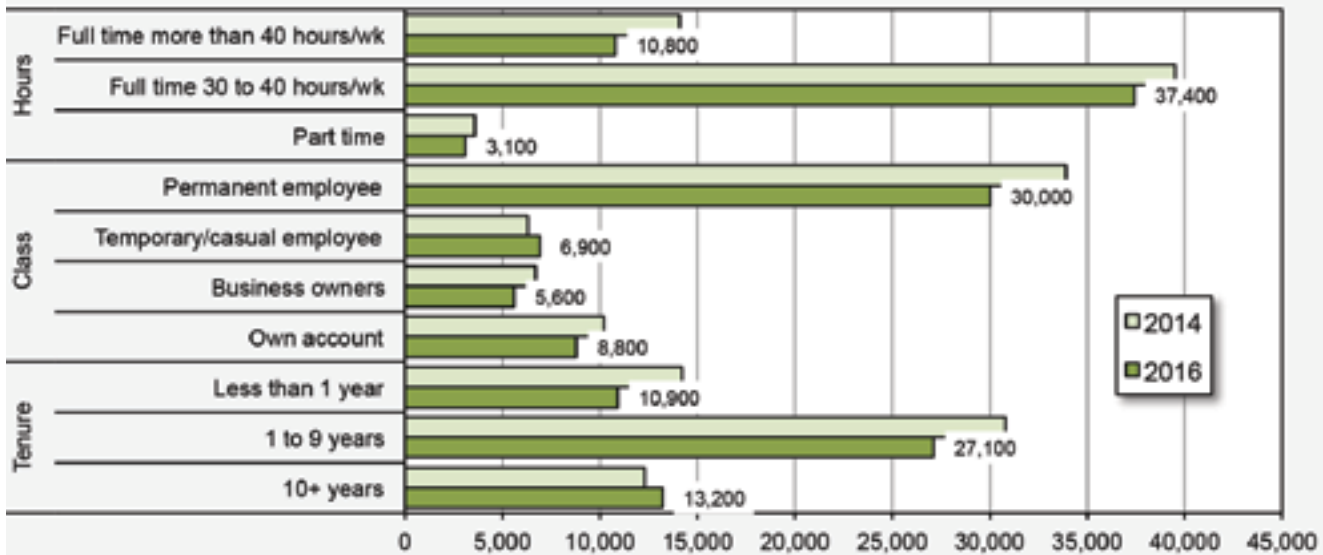
Figure 5 shows which kinds of employment fell from 2014 to 2016. Most of the trends are not a surprise in a weak labour market.

- The number of people working long hours declined.
- Temporary and casual jobs increased at the expense of permanent ones.
- The number who had been working for their current employer for more than ten years was unchanged; the number with shorter tenure declined.

Type of Firm

The employment decline was general across firm sizes with similar drops in small and large firms. Figure 6 also shows that there was no decline among union members.

Figure 5: Job Types for Construction Workers, Saskatchewan



After several years of rapid expansion, employment in the construction industry declined by 10 per cent between 2014 and 2016.

Summary and Outlook

After several years of rapid expansion, employment in the construction industry declined by 10 per cent between 2014 and 2016. The decline:

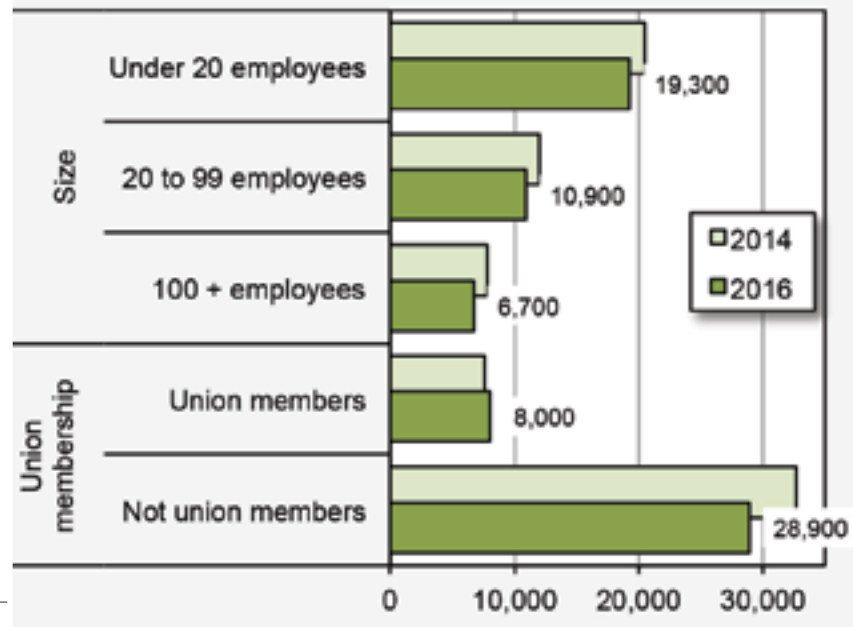
- was widespread across the province and evident in firms of all sizes;
- was concentrated among those under 25 years of age;
- was most pronounced among those with lower levels of completed education;

- did not occur among union members; and
- was accompanied by shorter hours and more temporary positions.

Generally speaking, the employers retained the workers they will need as the recovery gets under way. Those who remained employed during the downturn were typically young adults with higher levels of education and lots of experience in construction.

Source: Sask Trends Monitor from the Statistics Canada Labour Force Survey

Figure 6: Construction Employment by Type of Firm, Employees Only, Saskatchewan



EDUCATIONAL SERVICES & BOARD MAKEUP CRUCIAL



By Chris McNally, 2017 Canadian Construction Association Chair

The Canadian Construction Association (CCA) centenary will be upon us in 2018. From its first meeting, CCA has been a strong voice for Canada's non-residential construction sector. But in today's world, we can never rest on our laurels.

CCA held an industry summit in November to understand the needs of the next generation construction leaders. What I took away from the summit was that the under-forties (U40s) are not that different from what my generation was at their age. Most are struggling to start or raise their families, are keen to get ahead in their chosen careers and are looking for opportunities to prove themselves.

The young leaders recognize that they have not yet acquired the interpersonal skills necessary to succeed in a collaborative work environment. This is not new nor is it generational, we all faced similar challenges upon entering the workforce, and frankly, some of us over forty still do.

Many U40s do not have access to products and services delivered by our partner associations. Association communication materials are typically directed at senior management within member firms, not necessarily the individuals building their careers. These future leaders are often not well informed regarding association services and even fewer know how to access them. Lastly, when these individuals join our partner associations, many feel like junior members, invited to social events but left outside the decision-making and direction-setting process.

My focus will be working with our partner associations to address these issues. I will begin a dialogue to identify the changes CCA must make to better support our partner associations with the delivery of educational services to members. Many of our larger partners need no assistance in this area; however, many of our smaller partners do. I believe CCA can play a vital role in identifying and

disseminating existing popular educational courses, making them available for delivery nationally. Should specific educational program gaps exist, we will work with partners to identify these gaps and develop new courses to fill them. We will work with partner associations to develop mentorship programs to support young careers, encouraging the vital transfer of knowledge and experience from those of us who are leaving our industry to those who will lead it forward.

With our partners, I will work to identify ways to better integrate U40s into our associations, including their greater integration in our board and committee structures. To that end, I hope to increase the number of U40s on the CCA board with the aim of ensuring it better reflects the general makeup and character of our industry.

Construction associations across Canada face some very real challenges, but as often is the case, the challenges are also opportunities. Our response to these opportunities will shape the future of our industry. I look forward to meeting as many members as possible this year and hearing directly from them what CCA can do better to facilitate the integration of our young leaders into the industry. 📱

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PREPARING YOUTH TO ENTER THE SKILLED TRADES



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

Every generation is unique, bringing with it qualities, principles and values that complement those in the existing workforce. This diversity, with the passing of knowledge through the apprenticeship system, creates ongoing success in all skilled trades, including the construction industry.

Saskatchewan's young people are ready and excited to make an impact in the workforce. One of the strategic goals of Saskatchewan Apprenticeship and Trade Certification Commission is to satisfy industry demand for a skilled and certified workforce in Saskatchewan. This doesn't happen without the next generation.

Construction work follows the economic cycle, as does the number of apprentices. However, even in down times of the economy we must continue to encourage youth to consider the skilled trades as a career. In the years it will take them to graduate high school and enter the workforce, the cycle will shift. For example, while Saskatchewan's economy has not been as robust as it was, the recent SCA building permits report was encouraging. In addition, a large percentage of Saskatchewan's construction workforce is nearing retirement, leaving gaps where skilled tradespeople will be needed.

The Saskatchewan Youth Apprenticeship (SYA) program prepares high school students to enter into the skilled trades by creating an awareness of the apprenticeship program and its opportunities, and making the connection between high school and skilled trades training.

The program is available to students in Grades 10 to 12, who then complete three levels of challenges that are designed to create a foundation of skills and knowledge. It is also intended to help youth plan their careers, determining if the skilled trades are a suitable career path, and which trade could be the best fit.

Since the program began, over 6,300 high school students have completed the SYA program. Of those, over 1,100 have become apprentices and over 400 have become journeypersons.

The construction industry is challenged with sustaining efforts to attract new entrants during periods of low growth, but failing to do so could result in the loss of training capacity. SYA is encouraging youth to enter the skilled trades as apprentices very quickly out of high school, extending the number of years they may work in the trade. Level 1 apprentices who have completed SYA are more than five years younger than the typical Level 1 apprentice.

Outline

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The next generation is known as Generation Z – born after 1995, they are a generation of innovation. They learn through technology, are creative, and think outside the box. They can adapt and change on the fly. Engaged in the right manner, they are set to change the construction industry, as research has shown them to be open-minded, imaginative, and looking for meaningful careers.

The upcoming generation has also grown up with peers of a wider variety of demographics and backgrounds than ever before. Young people are more accepting and embrace a diverse workplace. They see the world as full of opportunities, and will help foster a culture that embraces diversity like women in the traditionally male trades, or underrepresented groups such as aboriginal people, visible minorities, and those with disabilities, working in the skilled trades.

This generation thrives on relationships and collaborating in teams, and the mentorship relationship of the journey person and apprentice will create a positive working environment. The system of apprenticeship continues to prove itself to be one that stands the test of time.

It's important that we continue programs such as SYA to increase awareness of the options available to youth, and provide opportunities such as the SYA Industry Scholarships to further promote careers in the skilled trades. Industry's support of these programs, both financially and with opportunities such as work placements, are critical in providing encouragement to the next generation, who will continue to build the future. 🏠



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KNOWLEDGE TRANSFER FOR BETTER SAFETY CULTURE

By Collin Pullar, President, Saskatchewan Construction Safety Association

As with all industries, there is a constant ebb and flow of workers entering and exiting the construction sector. Some are young and new to the workforce; only recently making the decision to pursue their careers in construction. Others are seasoned veterans who have experienced long careers and are looking to scale back their time and effort. They will begin to hand their work over to a new generation and enjoy the fruits of their years of labour. Both groups, while at distinctly different points in their work lives, have some common opportunities, particularly with respect to ensuring the skills they are developing and the skills they have developed can bring value to their businesses for a long time.

Education – formal or informal – is one of the best opportunities that both groups can share. This is particularly true with respect to the kinds of safe work practices that can prevent the delays and injuries that can stem from a simple mistake. There is a saying that the only thing better than your own knowledge and experience is benefiting from the knowledge and experience of someone who's been through it before. We all have something to learn, regardless of where we are in our careers, but younger workers desperately need the knowledge and experiences of their "seasoned" colleagues to help bring gravity to what they are learning today.

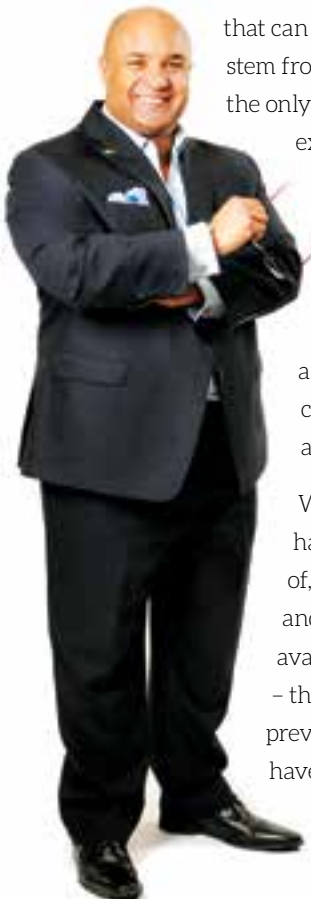
Workers that are transitioning to retirement have the unenviable, but direct knowledge of, experiencing a serious workplace accident and near misses. This cohort has a great asset available to a new workforce where they can – through their stories, care, and emphasis – prevent the damaging things that they may have had to endure themselves. At the same time, younger workers have the benefit of getting the latest knowledge and current messaging about workplace hazards,

their personal rights, and their own responsibilities, to ensure they, and those around them, are not put in jeopardy. This is an education in business culture and expectations that younger employees need to bring into a workplace – take the advice, be assertive about the right way to do things. Combined with the energy of their youth, employers have a powerful force that can revolutionize a business; maybe even teach an old dog like me a new trick or two!

True story...my eldest son recently started a new job. On his first day, he came home and was excited to tell me of his orientation, and in particular, that his senior managers told him that they wanted everybody to go home safely, and that it was important that they pay attention and follow their practices. He was also energized by the fact that he was encouraged to stop any of his seasoned colleagues at any time and ask if he could observe their work processes, jot down any safety suggestions or ways work could be completed more efficiently. While he is definitely the junior kid on the team, his senior team members absolutely needed him and his energy to help them be better too.

For those leaders in our sector, this is where we need to find and encourage ways to have both our young/inexperienced workers and the more seasoned workers who are looking to leave a legacy as they consider retirement, gain as much from each other as possible. This may mean helping our young folks learn from our mistakes and losses that occurred as a result of past safety cultures, to asking our young people help us build a strong safety culture moving forward. This transfer of knowledge between generations of workers can create some invaluable opportunities for our industry to remain competitive, productive, and prosperous. 📱

Collin Pullar is the president of the Saskatchewan Construction Safety Association (SCSA) – 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.



PAVING THE WAY: WOMEN IN TRADES AND TECHNOLOGY



By Jessica Baldwin, Provincial Facilitator, Women in Trades and Technology (WITT) at Saskatchewan Polytechnic

Currently, more men than women work in the construction industry, but there is opportunity to reverse the trend by promoting career information to parents, teachers and guidance counsellors and emphasizing the benefits of female role models and mentors.

Parents provide enrichment in their children's lives and shape their worldview. The more time parents spend with their child on technology or trade-type activities, the more confident and interested children become in those activities. For example, daughters who watch their parents spend time on tech or trade activities around the home may cultivate an interest in these activities.

Role models and mentors are essential in attraction to and retention in trades and technology careers.

Teachers and guidance counsellors also influence their student's future careers choices and are essential resources for recruiting female students into trades and technology programs. In her paper, *How to Recruit Women and Girls to the Science, Technology, Engineering, and Math (STEM) Classroom*, Donna Milgram, director of the National Institute for Women in Trades, Technology and Science, talks about how teachers and guidance counsellors can provide a "pipeline for female students...so that instructors and administrators do not have to do all the recruiting directly."

Role models and mentors are essential in attraction to and retention in trades and technology careers. Role models serve as the visual representation for these careers and help break down negative stereotypes associated with trades and technology work. Evidence suggests a well-developed relationship with a mentor is linked to women developing long careers in trades and technology.

Alternatively, a lack of mentorship is associated with higher attrition rates. For example, some people believe technology work is dominated by nerdy men who work in isolation and have minimal interaction with others. This is problematic for recruiting women to technology fields, as societal gender roles condition women to be attracted to careers where they are helping others.

In *Engaging Girls in STEM: Role Models*, Dr. Larry Goodman and Dr. Lisa Damour discuss how, "when interviewed, girls report that they do not recognize the collaborative, social, or human applications of STEM (science, technology, engineering, mathematics) fields such as engineering and computer science." Introduction to technology or trade-type activities early in life and access to role models would help shift this worldview.

Developing a gender diverse workforce is important as it ensures that employees have a wide range of interests, experiences, and perspectives. This development leads to recruitment and retention of highly qualified workers, creativity and productivity, high employee morale, less absenteeism and higher overall performance and leadership styles. Cultivating a workplace that reflects the community and customers that it serves makes good business sense for a current and competitive employer. 🏢

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A VIEW FROM THE INSIDE

Women in Construction

By Kaytlyn Barber, Manager, Advisory, KPMG

Women continue to comprise a smaller proportion of the construction industry than other sectors. At the SCA's 2017 Construction Week Launch Breakfast, President Mark Cooper noted, "11 per cent of the workforce is female compared with 49.5 per cent of the population."¹ There are numerous contributing factors to the current proportion of women in the industry, and significant change takes time and focused effort.

Working in an office environment versus a field environment, it becomes easy to rationalize the improvements being made. However, we have a long way to go. Recently, the Women's Infrastructure Network (WIN) hosted its first event in Saskatchewan – one of six participating locations in the 2017 WIN Awards. Over 30 leading women in Saskatchewan's construction sector

participated, with plans for follow up events in the coming year.


One of the attendees quickly noted the difference in attendees from typical construction events in the province. Only to follow by noting the energy and enthusiasm in the room. I am excited for the day that a WIN event has a similar attendee profile to those of any other construction networking event. The goal is to end stories like, "I know you've been leading much of the work, however we are quite old school, will you bringing someone else along with you to the meeting?" to instead having a valued perspective regardless of age or gender.

The construction sector continues to dramatically evolve, as noted in KPMG's 2016 Global Construction Survey. The Survey states "the industry's traditional conservatism is holding back its ability

to tackle the complexity of today's projects."² The pace of change has never been quicker as we face trends towards automation, enhanced expectations of clients and owners, and changing regulations. The conservatism noted, equally applies to the general lack of gender diversity in the workforce.

We regularly point to technology as the solution - "engineering and construction companies and project owners who invest in disruptive technologies should enjoy a step change in performance."³ However, assuming that technology alone will enhance performance, misses a critical component – construction is a people and relationship driven business. The composition of staff and leaders in the industry must evolve alongside one another.

Growing the diversity of the workforce presents an enhanced pool of skilled



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labour, but more importantly an opportunity for diverse perspectives to drive innovation. We have the opportunity to change the competitiveness and long-term success of the industry by thinking differently and, even more importantly, doing differently. We need to recognize the opportunity that diverse perspectives around the job site and board room table bring to our teams, projects, and clients.

How do we then evolve the industry from the inside out? Each will have his or her own approach. I focus on building capacity and reminding myself and others of the amazing role models we have right here at home. From Teresa Florizone, recognized for her leadership

and management by the YWCA in 2017, to Shantel Lipp, the only female President of a heavy construction association in Canada, to Katie Chesterston nominated as an emerging leader in the 2017 WIN Awards for her national leadership as a Director of the Canadian Network of Asset Managers – we have some impressive leaders paving the way right here at home. I choose to work to change attitudes one conversation at a time.

I would proudly claim that I'm part of the upcoming generation – under 30 and female. My perspective is markedly different than others with whom I work on a day-to-day basis. Correct, I did not experience the changes in the industry 30 years ago, and I have much to learn

from those that have been through the “school of hard knocks” after decades in the industry. At the same time, I see barriers and constraints differently. Where others would see the way things have always been done, I see an opportunity to differentiate from the competition with new thinking, processes, delivery models, and risk mitigation approaches.

It's the opportunity of lifetime, we can choose to view it as a barrier to overcome, or as an opportunity to embrace – I know my choice.

For more information about the Women's Infrastructure Network in Saskatchewan, or to get involved, please contact saskwin@womensinfrastructure.ca.

¹ <http://www.scaonline.ca/ckfinder/userfiles/files/State%20of%20the%20Industry.pdf>

² <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2016/09/global-construction-survey-2016.pdf>

³ <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2016/09/global-construction-survey-2016.pdf>

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A MESSAGE ABOUT THE FUTURE



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

I have been given space to write something insightful, bold and captivating that speaks about the next generation of Saskatchewan business leaders.

I don't know that I have any deep insight or that boldness is the most useful approach. But there might be something to *captivating*.

So I'll use my remaining words to tell the leaders of tomorrow about one incredibly important, universal thing that they will need to do in order to be successful in the future:

[drumroll...]

Become a better storyteller.

I can't even begin to list the number of ways in which I have seen storytelling used to improve the fates of companies, products, political campaigns, ideas, and individual people over the years.

Companies amassing hordes of loyal followers, just because something about the company's mission or image speaks to them on a very personal level and makes people want to give them money.

Politicians, opting against prattling on about doom and gloom statistics and "important policy initiatives," who instead paint

a picture of a brighter (or at least more interesting) future that draws supporters to their campaigns.

Products that are utterly boring and nearly identical to others on the market, suddenly in such demand that they can't be kept in supply, just because they're portrayed in a new light that makes them interesting to people.

Companies amassing hordes of loyal followers, just because something about the company's mission or image speaks to them on a very personal level.

And people, just regular folks, who, with a slight twist to how they present their background in a job interview, on a date, or in a meeting, are suddenly able to have people hire them, be attracted to them, or find support for their new idea.

All of these things are done by being able to tell a better story. Taking those boring facts, awful About Us pages on company websites, mediocre resumes, and convoluted ideas and presenting them in a way that makes people feel there is value in them.

With my article nearing its inevitable (but necessary) conclusion, this is what I would like to encourage the the next generation to get better at...storytelling.

You should (and need) to do this because the world is full of a lot of information, most of it presented in terrible formats, and you need a way to make your idea, company, product, and yourself stand out.

The bar is set so low when it comes to creating a compelling story, that any effort you put into improving this skill will definitely payoff. 📈



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MOVE OVER BOOMERS, THE MILLENNIALS ARE COMING!



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

Within the next five to 10 years you could see up to 40 per cent of your workforce retiring. Are you prepared? Hadn't thought of it? It is a reality – Baby Boomers (those born between 1946 and 1964) are now leaving or planning to leave the workforce, if they haven't done so already.

Your challenge is people like “Brent”; he is phenomenal with computers – tear them apart, put them back together, write code and find anything on the internet. Social media is second nature to him and he knows how to connect with people and companies that need your services and products.

While Brent is amazing with technology, he lacks management and leadership skills. He is often verbally uncommunicative and finds it difficult socializing with people he is not really close to. Is Brent on your staff?

If you are planning for your future, think about what you can do to get your Millennials up to speed as leaders. Why not Generation Xs? Simple, there are not enough of them to fill all Executive Management roles. Gen X (1965 to 1984) is a very small cohort – Baby Boomers are the largest cohort born in history. You need the Millennials (1985 to 2000) to join the C Suite because there are roles that need to be filled and not enough Gen Xers to fill those roles.

Grow your Millennials into Executive Management leaders with some of the following:

- Ask your Millennials if they're interested in moving into Executive Management – some people just aren't interested
- Plan the career path including dates and learning plan for direction

- Provide opportunities to challenge Millennials – help them learn more about your organization's vision
- Provide leadership training – how to inspire, lead, be part of a team, delegate, empower, hold others accountable, read balance sheets, create budgets, run meetings
- Provide one-on-one coaching for specific social and communication issues
- Provide a mentor to help Millennials learn more about the culture and processes of your organization

Millennials want to make a difference! Millennials want their organization to be committed and involved in social issues such as the environment, safety, and humanitarian issues.

Get your Brent (or Brenda) involved now! If you leave it too late you may find him or her in the Millennial cohort moving to your competition. To groom individuals for Executive Management is a three- to five-year process. Start today! 📧

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If you want more information on who to move into leadership roles and how to do that connect with Sherry Knight at (306) 586-2315 or sherry@dimension11.com. She is the President & CEO of Dimension 11 Ltd., a leader in people and performance development. Dimension 11 helps companies realize stronger profits so they can create more jobs and better communities.

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SIX TIPS TO CONSIDER WHEN MARKETING TO MILLENNIALS



By Chris Yang, Managing Partner, AdSpark Communications

For years we've been hearing about the entitled nature of millennials. One of the largest generations in history, soon, those born between 1980 and 2000 will change the way we market and advertise. Millennials can often be stereotyped as entitled, lazy, and narcissistic. While some of these stereotypes are exaggerated, it does not change the fact that millennials can be difficult to market to. The good news: there is plenty of opportunity and by shifting some of your marketing initiatives you can capitalize on this increasingly lucrative market. Here are our top six ways to increase the likelihood that your brand will matter to young adults.

1. **Mobile first, everything else second.** Having a mobile responsive website is no longer optional. Currently mobile browsing accounts for 51.3 per cent (Gibbs, 2016) of all web traffic. With millennials, this number is exponentially higher. If you're trying to engage with a younger audience, ensure your marketing assets are mobile friendly.
2. **Instant Response** – Customer service is no longer limited to “1-800” numbers. Millennials will communicate with your brand when they want and how they want. If a customer has a complaint, they may take it to Twitter or Facebook to air their grievances. Resolving and engaging with that customer on their terms will build loyalty and showcase transparency.

3. **Keep it Authentic** – For millennials, brand authenticity is crucial. Excessive formality in marketing messaging is extremely hazardous. Millennials want to interact with brands that have personalities that mesh well with their own. So the next time you update your company's Facebook page, try to sound down to earth, straightforward, and human.
4. **Add value through social media** – Your company likely has a social media strategy. If this strategy only focuses on product related content or selling, you're not going to reach millennials. Social media should be used to engage with users and inform them about your values, not your products.
5. **Be transparent** – Know that every claim you make, every offer you promise will be researched, verified and checked. Millennials are extremely tech-savvy and will research your brand, product and offer before making a purchasing decision.
6. **Sell experiences not products** – Millennials have prioritized “access” over “ownership.” Meaning, this generation will put off major purchases such as a home or a vehicle in exchange for vacations, cultural experiences and events of all kinds. What does this mean for you? Focus your marketing efforts on the experiences customers can have when using your product, rather than product features.

Marketing to this generation in the end boils down to forgetting about the hard sell. Millennials like to research products themselves and make their own buying decisions. Meaning mass marketing campaigns centered on drilling your product offerings into the minds of millennials will not work. Rather your strategy should be built around providing authentic content that will enrich the everyday lives of your target audience. 📱

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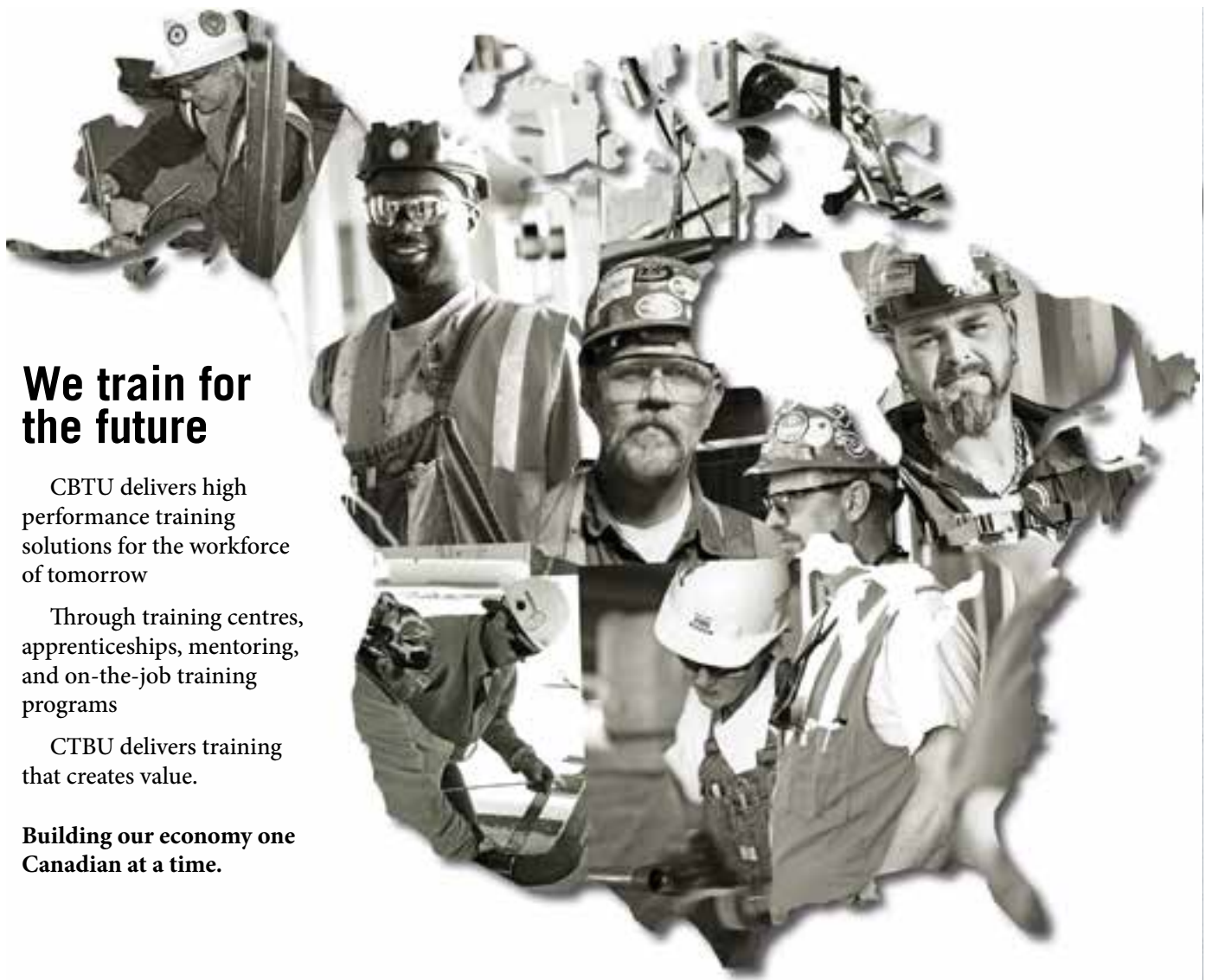
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