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PRESIDENT'S MESSAGE

Mark Cooper, President & CEO,
Saskatchewan Construction Association



There are countless theories, courses, and books on leadership. It is critical in both business and construction. And, to be honest, almost every other aspect of life – in our schools, communities, government, sports, and so on. We won't try and define leadership in this issue of *We Build*. Instead, we will look at leadership from a few different angles to give our readership the opportunity to think about their own philosophy and practices.

And make no mistake, leadership is more important today than at any point in recent memory. Economic growth remains sluggish and many of Saskatchewan's strengths – oil & gas, potash, uranium, agriculture – continue to be undercut by infrastructure shortfalls and international political turmoil.

Our work at the SCA focuses on supporting our membership and the construction sector at large by fostering a positive business climate and ensuring the right skills and knowledge are available to Saskatchewan's construction businesses and their partners. In this spirit, I am proud to present this leadership-focused issue of *We Build*.

We will look at two remarkable Saskatchewan leaders, Fraser Sutherland of Alpine Interiors (page 28) and Paul McLellan of Alliance Energy (page 32), who were the inaugural inductees into the Saskatchewan Construction Hall of Fame. Their careers and commitments will be

instructive to anyone thinking about how to succeed over the long term.

We also look at the highly successful build of Soul's Harbour Rescue Mission's new facility in Regina (page 38). Through careful planning and thoughtful – if sometimes difficult – communication, the not-for-profit agency was able to achieve construction of a passive design for the same cost as a conventional build. The project sets the organization up for decades and will save them significant costs over time while meeting several overlapping organizational needs and goals.

We introduce Kevin Dureau, the new Executive Director of the Regina Construction Association and get a sense of the type of leadership he will bring and the priorities he will pursue (page 24).

Leadership is more important today than at any point in recent memory.

Elsewhere, we explore how one member is succeeding in the face of reduced local demand (page 40), how one construction not-for-profit continues to change the face of one Saskatchewan community for the better (page 42), and we welcome Sherry Holmes to our pages to talk about Saskatchewan Construction Week and the value of trade skills.

We also offer our usual great roundup of experts and advice, including a review of Procurement Day (page 8); practical advice on site safety execution (page 54); and thoughtfully implementing change in your business (page 48). These and many other features are worth looking at as you plan to lead your business in the months and years ahead.

We Build is published to inform and enlighten stakeholders about the construction sector and its relationship to the economy and the state of our province. Our intention is to better inform and empower our members, partners, and stakeholders through the content we provide in these pages. ■



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MEMBER SERVICES UPDATE

PROCUREMENT DAY

The only construction-exclusive day for information on 2018-19 procurement opportunities

*By Megan Jane, Executive Coordinator,
Saskatchewan Construction Association*



The first-ever Saskatchewan Procurement Day took place in Saskatoon in December 2018, led by the SCA, and in partnership with the Saskatoon Construction Association. It was a sellout and hugely successful – so, we’re doing it again.

We knew this event would be valuable for members, but in an industry where unpredictable schedules mean that many people register for events just a

few weeks out, we were blown away that it sold out almost a full month before the doors opened! Here’s why.

Procurement Day was carefully constructed to bring together owners, consultants, and contractors for a full day of discussion and relationship building. The day consisted of information around building opportunities in 2019 and beyond, updates on the procurement

approaches of public and private owners, and an expert panel on what we can expect from the Saskatoon and Saskatchewan economies in 2019. Time for structured networking was built into the schedule to allow for strategic business connections. The day also featured the first-ever inductions into the Saskatchewan Construction Hall of Fame. *Congratulations Fraser Sutherland and Paul McLellan, who are both featured later in this issue.*

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We asked a variety of public and private owners (including municipal and provincial government, oil & gas, agriculture, mining, commercial developers, institutions and crown corporations) to present on their construction plans over the next 18 months. They shared their plans, their budgets, and what they considered to be “a good contractor” to work with. Members took full advantage of the moderated panel discussion and question & answer periods.

Networking breaks provided owners and their staff with designated space

in the room, allowing contractor members to approach them to initiate relevant conversations.

The result? Members walked away with a solid understanding of what infrastructure opportunities lay ahead in 2019, and the best chances of obtaining them.

Procurement Day was supported by the Government of Saskatchewan – Ministry of Trade and Export Development, and MNP. We are so grateful for our partners that make our vision a reality.

Missed Out?

The next Procurement Day takes place again on Friday, April 12 at the Conexus Arts Centre in Regina, in conjunction with Saskatchewan Construction Week and in partnership with the Regina Construction Association. This probably won't be the last one either.

Tune into SCA and local construction association broadcasts for updates or contact Megan at (306) 525-0171 or meganj@scaonline.ca.



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ADVOCACY UPDATE

THE ECONOMY ISN'T A MARATHON; IT'S A MARATHON WITH HURDLES



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

The SCA's advocacy in recent months has been focused on achieving an effective and fair Prompt Payment regime in Saskatchewan. But other issues remain important and require attention and action. To meet these competing priorities the SCA works to understand issues and ensure the appropriate relationships are in place to address concerns and support stakeholders – public or private – when they need it.

Our goal as a non-partisan association is to ensure that Saskatchewan's economy is positioned to take advantage of every opportunity available. In this regard, we work with everyone to recognize opportunities

and provide advice and input that will support growth or ongoing stability within Saskatchewan business and consumer sectors.

To be effective at this, we must understand what is going on in our local economy. But Saskatchewan's economy isn't actually local. The underlying strength of Saskatchewan is the food, fuel, and fertilizer it produces and that the world demands. Our trade partners are not other provinces, they are other countries. This means understanding our local economy requires a grasp of both the global economy and the geopolitics that often have outsized, rapid, and surprising effects on our local economy.

In the following sections, I will provide a rundown of where some of the most active files in our portfolio stand.

Prompt Payment

The SCA and Prompt Payment Saskatchewan (PPS) have worked to smooth out their understanding of the prompt payment bill before the Saskatchewan Legislative Assembly. The groups have also sought to engage other stakeholders to ensure the bill is broadly understood and faces as little opposition as possible.

Responses to this point have followed a consistent pattern with groups being alarmed at first blush but significantly more comfortable once the processes

and nuance of the bill are explained. This is not surprising given that the issue of prompt payment addresses a complex systemic problem in a major economic sector that cuts across the entire economy.

Stakeholders are naturally concerned with – or at least cautious about – where their business and practices fall within the system and where they may run afoul of the law. So it seems a brief explanation is warranted.

Prompt payment legislation addresses the systemic issue of long-delayed payments by setting a minimum standard deadline at which work that is *contractually agreed to* and *satisfactorily complete* must be paid. That deadline is 28 days after the Proper Invoice is sent from the Prime Contractor to the Owner, in accordance with the conditions agreed to in the Prime Contract.

Not every invoice is a Proper Invoice, and the frequency or timing of the Proper Invoicing cycle is negotiable within the contract. But every contractor on the site must be informed what the agreed upon cycle is and agree to it before commencing work; these are business decisions and the law leaves them up to business owners.

This 28-day-after-Proper-Invoice deadline creates a ripple effect across the supply pyramid. Once a prime contractor is paid, they have seven

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days to pay their sub-trades. Sub-trades then have seven days to pay their own sub-trades and suppliers. Those contractors and suppliers then have seven days to pay, and so on.

A Proper Invoice will never be a surprise, as the timing of them is part of the prime contract. When a Proper Invoice is received, an Owner will have 14 days to file an itemized list of any disputes, including their value and reason for dispute. The disputed portion can then be addressed and negotiated as necessary. The rest of the invoice remains payable at 28 days.

If a payment is due and not made, contractors will now have a binding adjudication process that they may appeal to. The adjudication process is yet to be fully sorted out in regulation but will typically be much faster and significantly cheaper than ongoing legal fees.

Essentially, adjudicators will be in place within seven days, they will receive all relevant paperwork regarding the disputed amount within five days after appointment, and they'll render a ruling within 30 days after that. Adjudication rulings will have the force of a court order and if payment is required, it must be forthcoming within 10 days.

This means that a Prime Contractor filing an adjudication against an owner for non-payment could expect resolution with 80 days of the Proper Invoice (28+7+5+30+10). Sub-trades



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would add seven days to that schedule as their adjudication triggering rights kick in only once their payment deadline is missed.

This may seem like a long timeframe for resolution, but (1) it is fair to all parties, (2) it allows sufficient administrative time, and (3) it offers a much quicker and clearer dispute mechanism that courts are able to offer.

We fully anticipate that adjudications

will become rarer as the laws settles in after a year or two and industry practices and behaviours adjust.

The bill is not perfect. In its current form it offers unnecessary exemption possibilities that we do not support. It also lacks clarity around certain specifics and processes. Nonetheless, the bill is a vast improvement over the status quo. We are currently developing a set of recommended amendments. Finally, there is still

an entire regulatory framework left to develop which will sort out the aforementioned specifics and processes.

Carbon Pricing

The longstanding dispute between the provincial government and the federal government finally made its way before the courts in two days of arguments on February 13 and 14, 2019.

Each party was given three hours to plead its case before the province's highest court, the Saskatchewan Court of Appeal. Appeal before the Supreme Court of Canada is likely, if not a foregone conclusion.

The provincial governments of New Brunswick and Ontario served as intervenors in support of Saskatchewan's position while the government of British Columbia acted as an intervenor in support of the federal government. Each intervening province was given 30 minutes to speak before the court.

There were 13 other intervenors including the United Conservative Party of Alberta, the Canadian Taxpayers Federation, environmental groups, and aboriginal organizations. Of those 13 intervenors, four were in favour of the province's position and nine were in favour of the federal government's position. Each was allowed 15 minutes to speak before the court.

The province's case boils down to questions of (1) whether the federal government can impose an "administrative" levy (a tax would obviously be within federal authority) and (2) whether the federal government can impose either (a tax or levy) unilaterally in an area of shared jurisdiction.

Neither of these issues hinges on the validity of climate change science or the effect of human generated greenhouse gas (GHG) emissions.



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Political realities continue to cripple pipeline prospects as federal Liberals are caught between a rock and a hard place on the issue. The western prairie economies of Saskatchewan and Alberta need a pipeline to tidewater, but the Liberals stand to pay a severe political price for delivering one.

Both the provincial and federal governments acknowledged these threats as real, legitimate, and critical in their opening arguments.

The federal government's case rests on precedent – they already unilaterally manage certain environmental issues without constitutional prescription (e.g. protected waterways) – and claimed authority under a clause in the 1867 Constitution about federal responsibility for “peace, order and good government.” This clause has been increasingly used by all governments in the past 40 years.

Federal carbon pricing will take effect in Saskatchewan on April 1, 2019. No injunction or further delay is anticipated. If carbon pricing is here to stay, the province will have the ability at any time to impose its own pricing structure and exemptions.

Pipelines

Political realities continue to cripple pipeline prospects as federal Liberals are caught between a rock and a hard place on the issue. The western prairie economies of Saskatchewan and Alberta need a pipeline to tidewater, but the Liberals stand to pay a severe political price for delivering one.

Standard means of achieving a pipeline to tidewater – through the regulatory and court systems – are slow and arduously uncertain, while exposing the government to a strong-polling talking point for the opposition. It is no coincidence that pipeline progress has been at a standstill since well before the current government was in office.

The only way to start delivering a pipeline within the next 18 months is to deploy the Constitution's notwithstanding clause. This would unilaterally impose pipelines on some set of people and/or territory who currently have standing before the courts. This would prompt vehement,



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aggressive opposition while also severely damaging the Liberals' electoral coalition, particularly with environmental and aboriginal interests and allies. On the other hand, the federal Liberals suspect they are unlikely to pick up significant support for delivering on pipelines.

The damage wrought by the SNC-Lavalin affair likely exacerbates the government's unwillingness to move

forward in opposition to some of its base constituencies.

So, while the west needs a pipeline and the federal government clearly wants a pipeline, as signaled by their purchase of Trans Mountain in 2018, progress is unlikely to begin until after the next federal election cycle.

Nonetheless, progress is likely to happen after the election no matter

who wins. The federal government now has much of the political cover it needs to proceed with Trans Mountain on the regulatory front. On February 19 the National Energy Board (NEB) dismissed the Stand.earth coalition's request to revisit NEB Ruling No 30 – which approved the Trans Mountain Pipeline in the first place. The ruling was made based on Stand.earth's failure to sufficiently provide either new information or context to an approval already in place and supported by both the current and previous federal governments.

On February 22, 2019, the NEB also released a Reconsideration Report affirming its approval of the Trans Mountain project as safe, environmentally sound, and in the Canadian Public Interest. The recommendation for ongoing approval included a clause that the NEB would impose 156 conditions on the project if it moved forward. It also made 16 new recommendations related to matters that fall outside of the NEB's regulatory mandate, but within the authority of the Government of Canada.

The report concluded that project-related increased marine shipping would raise GHG emissions and cause significant adverse environmental effects on local killer whale populations. It also held that worst-case spill potential would be environmentally significant. However, the NEB concluded the risks were justified or minimal under the economic circumstances and the under the condition that the effects and risks be minimized.

Procurement

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

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

The future direction of Priority Saskatchewan and the Single Procurement Service are now coming into focus and will be more deeply explored in our next issue.

In the meantime, the SCA will continue to flow tender-related issues and concerns to Priority Saskatchewan effectively.

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

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

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

Our Work

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

To meet these objectives, the SCA is active in direct advocacy, civic engagement, data management, industry committees, and partnerships with various

stakeholders within and adjacent to the industry. Our areas of focus are determined by the business and political environment at any given time. Our policy direction is set by our board of directors and tested through the Advisory Council – Saskatchewan's only pan-industry committee with representation from every corner of the non-residential construction sector.

Conclusion

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



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GROWING AND LEARNING THROUGH PARTNERSHIP



By Curtis Griffith, Director of Business Development, BuildWorks Canada

Continuous Improvement is not a new concept to anyone flipping the pages of this magazine. In our day-to-day lives, we are constantly trying to improve, whether in our professional roles or as parents, friends, and neighbours. BuildWorks Canada is no different. We constantly try to stay ahead of the curve and provide value to members across western Canada.

The BuildWorks Canada partnership of local construction associations

across Manitoba, Saskatchewan, and Alberta was born of a desire to work together and improve our service offering to the 4,500-plus member firms across the prairies. We had specific goals to improve our technology, create a directory, and generate new revenues through advertising. These are all tangible items that we can control, measure, and report on, which is extremely helpful in our growth. Less tangible is how we are improving our service

through the collaboration our partnership creates.

By working together as three provinces, we are aligning our processes, learning from each other, and taking best practices from each region to implement across the platform. Our experience and resources have expanded three-fold, allowing us to improve and assist member firms faster and more accurately. Our depth of knowledge has increased, so we are not making the same mistakes already experienced and learned from in the past. Removing these provincial barriers is allowing us all to do our jobs more effectively and efficiently. The flow of information and the pursuit of opportunities does not respect provincial borders, so in our own way, we are removing these false borders to add member value across our partnership.

Continuous Improvement is an endless pursuit and can often be dismissed as obvious, or common sense. We see it as a clear path to growth and domination of the construction information and opportunity space we occupy. By working together and improving our service every day, we solidify our relevance and value in the marketplace.

Good luck in your own pursuit of growth and continuous improvement while BuildWorks Canada works to connect you and your business to new opportunities. 🏠



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RCA'S NEW EXECUTIVE DIRECTOR OPTIMISTIC ABOUT INDUSTRY'S FUTURE

By Jim Timlick, DEL Staff Writer

Kevin Dureau is the first to admit he has some big shoes to fill.

Dureau took over as Executive Director of the Regina Construction Association (RCA) on January 2nd. He succeeded former RCA Executive Director Brenda Braaten, who served in that role for 27 years. Braaten was a fierce advocate for the industry until her retirement.

"They always talk about tough shoes to fill. Her shoes are impossible to fill," says Dureau, who regarded Braaten as both a friend and mentor.

"She was a dynamic, well-respected leader. The foundation she left behind is something I will honor and cherish. It's not a case of reinventing the wheel; it's about building on what she left, which is a dynamic, robust organization".

Dureau comes from an entrepreneurial background, having owned and operated several successful business ventures including the Press Box Sports Bar, On Course Marketing, and Mystique Limousine.

Dureau was already familiar with the RCA and its operations prior to his hiring. He served on the organization's board of directors for two years beginning in 2017 while he was employed as Director of Operations, Business Development, and Human Resources for the Regina-based A-1 Group.

"Being a member of the board, I was impressed by the professionalism of the RCA, its members, and the opportunity to work with the top decision makers



Kevin Dureau.



of the industry," he says. "That's what interested me most about this position. I see it as an opportunity to influence an industry by representing the best in that industry – the RCA members. Working with a dynamic, supportive board was also a factor. The RCA board is one of, if not the youngest, boards across Canada. Their fresh approach is vital to the industry."

The RCA's new executive director stresses one thing that won't change anytime soon is the association's focus on providing leadership to its members.

"Leadership is something that can't be taught, even though there are a multitude of courses on leadership out

there," he says. "What we are trying to do is have our member companies send their future leaders to us, and we'll share our leadership experience with them."

The RCA's Future Construction Leaders group plays a large role in providing that kind of leadership. The group partners young up-and-comers with industry veterans as part of an effort to share institutional knowledge and mentorship.

While he is still familiarizing himself with his new role, Dureau has already identified a couple of key issues he plans to focus on in the weeks ahead.

First, he wants to build on the Regina construction industry's already impressive safety record through technological advancements. He also intends to help the RCA and its member companies maximize efficiencies by promoting information sharing new technologies. This has already begun internally with the adoption of cloud-based servers.

Even though the Saskatchewan construction industry isn't where it was during the recent boom, Dureau feels its future looks bright.

"I'm a glass half-full kind of guy. The public sector is continuing to do its part in stimulating the economy through investment. I would like to see more investment from the private sector. I'm very optimistic about the future of our industry and look forward to being a part of it." 📷

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NEW PARTNERSHIP MAKES FOR BETTER INDUSTRY

By Melanie Franner, DEL Staff Writer

The Saskatoon Construction Association has entered into a new partnership that will reap rewards for the entire industry. The Saskatoon Construction Association and Leadership Saskatoon have kicked off the partnership with a five-month lunch-and-learn series focused on introducing members to different leadership topics.

"The new leadership series program was born out of feedback that we received from our members," explains Amy Andrew, Member Engagement, Saskatoon Construction Association. "We discussed the training with other construction associations across the country and learned that this type of training had been successful with their members."

The five-part series began in January 2019, with "conflict



Amy Andrew.



resolution" being the first topic. The February event focused on "decision making".

Reception among members has been impressive.

"We sold out for the first two events," says Andrew, adding that each event has a capacity of 30. "We are thrilled with the results, especially for a first-time offering like this; and the fact that this series is slightly different from the typical types of course that we tend to offer."

The other three topics in the series will cover delegation, feedback, and communications skills.

According to Andrew, the committee is already discussing the possibility of making the leadership series an annual offering.

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More on tap

Leadership Saskatoon has been providing high-level programming to develop and support leaders within the community for over 18 years. The organization also offers a 10-month flagship program.

"We were the ones to reach out to Leadership Saskatoon," notes Andrew, who adds that the Saskatoon Construction Association's Board President, Kim Sutherland from Alpine Interior Systems, is an alumnus of the Leadership Saskatoon program.

"We felt that they had the right type of programming and the expert facilitators needed to be able to make

*For more information about the leadership series,
please contact Amy Andrew at 306-653-1771 or amy@saskatoonconstruction.ca.*

Leadership Saskatoon

To find out more about Leadership Saskatoon's 10-month program, please contact Magel Sutherland, Administrative Director – Leadership Saskatoon, at 306-683-2265 or administrator@leadershipsaskatoon.com

a difference within our industry," says Andrew. "Once our series is finished, we will review member feedback to explore whether our members would like more information or training from Leadership Saskatoon."

Andrew describes the program attendees as a mix of people at various stages of their careers.

Reception among members has been impressive.

"We have some individuals who are just starting out, others who are already established, and a good mix of office and field personnel," she says.

Although still in the early stages, the new partnership between the Saskatoon Construction Association and Leadership Saskatoon certainly bodes well for the members of the construction industry – and for the betterment of the industry itself.

"I think our members' reactions to the leadership series really speaks to the fact that our members want to have better leaders in their organizations and that the people in our industry want to be better leaders," concludes Andrew. "And with these members already working in construction, they can't help but improve the industry as a whole." ■



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FRASER SUTHERLAND INDUCTED INTO SASKATCHEWAN CONSTRUCTION HALL OF FAME



By Melanie Franner, DEL Staff Writer

Congratulations to Fraser Sutherland, well known in the Saskatchewan construction industry for his commitment and dedication, one of two recent inductees into the Saskatchewan Construction Hall of Fame.

A man like no other

Starting out in the automotive industry, Sutherland viewed construction as a second career choice.

"My father-in-law had a good friend who worked in the commercial sub-trades industry," Sutherland says. "Although I enjoyed the automotive industry, I went to work for him in 1973."

Five years later, Sutherland bought a partnership in Alpine Drywall & Plastering. In 2005, he bought out the other partners and became the sole owner of the business.



Fraser Sutherland.



"Just two weeks after I started working with the company, I realized I had a knack for understanding blueprints," explains Sutherland. "As an estimator, that was a good thing."

Today, Alpine Interior Systems is a thriving operation that has evolved from its initial offering of drywall and studs to include non-structural metal framing, gypsum board, acoustical panel ceilings, resilient base and accessories, resilient tile flooring, and exterior and interior painting.

Sutherland has a long list of accomplishments, including being a past board member of SaskTel Centre, Saskatoon Airport Authority, and the YMCA. He has also spent 13 years on the Saskatoon Construction Association Board of Directors. He is also a Past Chair of the Saskatchewan Construction Labour Relations Council and has represented



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the Saskatchewan Construction Association during negotiations with the Attorney General of Saskatchewan to completely re-vamp the Mechanics Lien Act 1985, which has become the Builders Lien Act of today.

Sutherland is also the Past Chair of the Saskatchewan Bid Depository, a position he held for 20 of the last 30 years. He also served as the Chair of CANet (provincial planroom), and he has provided representation federally as an advisor regarding drywall tariffs in Canada.

"The number-one lesson I have learned over the years is that there's no substitute for hard work," Sutherland says. "In order to succeed, you have to be there doing the work. And that usually involves many extra hours."

Sutherland jokes that he has already worked about three lifetimes in his career.

Industry insight

Matthew Farthing, Manager of Information Services for the Saskatoon Construction Association, has nothing but respect for Sutherland's accomplishments – both with Alpine Interior Systems and within the industry itself.

"He is a testament to others in the industry on how to conduct themselves," says Farthing. "For both his corporate success and as a model on giving back to the community. Fraser has built his career on his experiences in volunteering, and the proof is in the pudding."

Farthing worked with Sutherland through several construction association initiatives and says he's a no-nonsense individual with a strong personality.

"You definitely want someone like that on your team. When we worked together, we were able to

push forward all kinds of initiatives, thanks in large part to him."

Farthing was so impressed that when he first heard of the new Saskatchewan Construction Hall of Fame program, Fraser Sutherland was the first name that popped into his head.

"He's definitely passionate about his work," Farthing says. "I don't think he'd do what he does if he didn't love

it. It's more than a job that he goes to every day."

When Deb Labersweiler started with the Saskatoon Construction Association in May 1981 and met Sutherland for the first time, she had no idea of the significance of that meeting. Today, the Executive Director of the Saskatoon Construction Association credits Sutherland with influencing both her personal and business life.

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Nominating Sutherland was one of the easiest tasks ever conducted by the Saskatoon Construction Association Board of Directors.

"He has been my boss, colleague, teacher, sounding board, and mentor – but most important, my friend," she says, describing him as one of the most industry-passionate people she has met in her 38 years at the association. "He has been a wealth of information for so many. His dedication and genuine

concern for the association is second to none."

Labersweiler credits Sutherland for his many great skills, especially the time he has dedicated to mentoring.

"Whether it's educating on the important clauses included in

Builder's Lien, providing legal advice and acting as a mediator, or ensuring the continued success of all the organizations he was a part of, Fraser remains an active and valuable contributor to the construction industry," she says.

Nominating Sutherland was one of the easiest tasks ever conducted by the Saskatoon Construction Association Board of Directors, adds Labersweiler.

"We were honoured to nominate him," she says. "There was no one around the boardroom table who could think of a more deserving recipient of this honour. Fraser's contributions exceed standard expectations for a career in the construction industry."

A family affair

Although Sutherland is no longer the sole owner of Alpine Interior Systems today (he gladly relinquished part ownership to his children), he remains a driving force in both business and industry. One of his greatest admirers is his daughter Kim, who has since joined the family fold.

"I think my dad has a bit of a reputation as a tough guy, but in actual fact, he's very understanding and probably gives people more chances than they deserve," she says. "He's a natural leader and really enjoys the chance to mentor young people."

Kim has had a first-hand look at how her father has contributed to the industry.

"I can't remember a time when he wasn't involved with the construction industry," she says.




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Whether it's with Alpine Interior Systems or the construction industry in general, there's no doubt Sutherland has made a name for himself.

"As an adult following in his footsteps, only now do I truly realize the commitment and number of volunteer hours it takes to serve on some of those boards and committees. I am very proud of the commitment that my dad has made to making the Saskatchewan construction industry stronger and better."

Whether it's with Alpine Interior Systems or the construction industry in general, there's no doubt Sutherland has made a name for himself – as much as he doesn't want to admit it.

"My dad has a huge heart and gives back to the community in big ways outside the industry," says Kim. "But he always shies away from recognition. I feel incredibly lucky and privileged to have grown up with a dad who taught me the value of hard work, giving back, and having integrity. To get to go to work every day when your office is next door to the guy everyone else calls for advice is pretty amazing."

Full steam ahead

Today, Fraser Sutherland is 68 years old and showing no signs of slowing down.

"My children will say that I'm semi-retired," he jokes, "but I'd like to think that I'm just as active today as I was a few years ago."

Sutherland admits, however, that his role within Alpine Interior Systems has changed. According to him, companies employ three types of people: finders, grinders, and minders. He has proudly worn each hat in his day, but he now limits himself to just one.

"I don't do a lot of the grinding and minding these days," he says. "I give that day-to-day work to the younger people. Instead, I focus on the finding. And on resolution."

Sutherland looks to the future, to building within and out to make the

company – and the industry – that much better.

"I don't plan on ever retiring," he adamantly states, with that well-honed authoritative voice that people in the industry have come to know so well. ■

PAUL MCLELLAN INDUCTED INTO SASKATCHEWAN CONSTRUCTION HALL OF FAME



Paul McLellan

By Melanie Franner, DEL Staff Writer



Congratulations to Paul McLellan, whose long and distinguished career in the Saskatchewan construction industry has earned him a place in the Saskatchewan Construction Hall of Fame.

A man with an impressive career

"My father was in this business," recounts McLellan, "and I worked summers here to save up money for university, but this wasn't the direction I'd necessarily planned to go." However, it wasn't long until McLellan became a third-generation journeyman electrician and joined the family fold at Alliance Energy.

"It was pretty exciting stuff," he recalls. "I just fell in love with it." And the rest, as they say, is history.

One pivotal moment early in McLellan's career was when he "pushed the limit" with the City Hospital project in Saskatoon.

"Up to that point, the largest project we'd done in our history was \$1 million," he says. "The City Hospital project was \$10 million. That was way out of my dad's comfort zone at the time. I think that was the turning point for me, taking on that huge project."

Despite pushing the boundaries of growth, McLellan remained committed

to "staying the course" when it came to corporate values.

"The company always had a great core and vision," he says. "My father, and the generation before, had built that. When I took over, we maintained that core philosophy. There's no question that we grew the company both in size and volume, but the bones were there all along. We just built upon them."

In addition to helping grow Alliance Energy into the thriving company it is, McLellan has been busy "giving back" to the industry. His accomplishments are too long to adequately mention here, but they include stints as president of the Regina Construction Association; president of the Saskatchewan Construction Association; chairman of the Canadian Construction Association; founding chair of the COOLNET Committee; and president of the Saskatchewan Bid Depository Incorporated.

McLellan's industry recognition includes having been named Person of the Year by several different organizations, including the Canadian Construction Association and the Saskatchewan Construction Association. He has also been recognized as an Honourary Life Member of several associations and has been granted the Saskatchewan Apprenticeship and Trade Certification Commission's Artisan Award and the Darryl Cruickshank Memorial Award for his outstanding contribution to



On behalf of the entire team at Alliance Energy we would like to **Congratulate Paul McLellan for being one of the first ever inductees into the Saskatchewan Construction Hall of Fame!**



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the promotion and development of apprenticeship training in Canada.

McLellan is the first to admit that a lot of lessons have been learned over the years, not the least of which revolves around respect.

"I believe one of the key takeaways I've learned is to do unto others," he explains. "You need to show a high level of respect to all partners in industry – be they customers, employees, or suppliers."

Industry acknowledgement

McLellan says he was surprised and grateful when he heard the news of his induction into the Saskatchewan Construction Hall of Fame.

"I've been fortunate over the years and been recognized at a few industry events," he says. "But when that recognition comes from your peers, it has a different meaning. It's almost overwhelming."

And, as would befit a truly humble man, McLellan is quick to share the glory.

"I have been so blessed," he says. "I have a wife of 38 years, two successful sons, and I've been lucky enough to have so many good people around me. I

wouldn't be here without them."

The industry recognition comes as no surprise for Mayor of Regina Michael Fougere.

"My only question is, why did it take so long?" he says.

Fougere first met McLellan in the early 2000s when he joined the SCA Board of Directors.

"He had a lot of energy and was pretty straightforward," recalls Fougere. "You always knew what he was thinking. And he was a very determined type of individual."

Given McLellan's breadth of experience within the industry, it wasn't long before Fougere had found a mentor.

"I don't think you'll find anyone more committed to the industry," says Fougere. "You'd be hard-pressed to find someone with the same love of industry and commitment to industry as Paul McLellan. He is definitely one of the heavyweights in the industry."

Paul Douglas, Chairman, PCL Constructors Inc., also sees McLellan as an industry luminary.

"I've known him for 31 years now," he

says. "He is a great guy, genuine and sincere, and a very strong leader. His greatest leadership attribute is 'challenge the process'."

Douglas remembers the days when each was growing his respective company and career.


"We found great synergies together," he recalls.

Looking back on their shared experiences, Douglas is the first to praise McLellan on his passion for the industry and commitment to the community.

"He's very deserving of being inducted into the Hall of Fame," he says.

New opportunities

There's no doubt that McLellan is worthy of his new position as Hall of Fame Inductee. But for him, it's not about what you've accomplished in the past – It's about what you can do tomorrow.

"I'm a strong believer in making room for the younger generation," he says. "I love mentoring, and that's where my focus in the company is right now. I'm enjoying this phase and looking forward to taking the next step in my life." 

Working together

Bryan Leverick, President, Alliance Energy, also believes that McLellan is very deserving of the honour.

"He's very dedicated to the company and is a huge champion and advocate of the industry," he says.

"Supporting the industry is one of the core values of our company, and Paul has been a huge part of that."

According to Vianne Timmons, President and Vice-Chancellor, University of Regina, McLellan is the perfect choice for the Hall of Fame.

"Paul represents the very best of the construction industry in many ways – his character, business acumen, concern for others, and lifelong commitment to his work," she says, adding that she has known him since he became a member of the University of Regina Board of Directors in September

2008. "Paul has a great sense of humour, but perhaps most importantly, he is a passionate man with a big heart. He cares deeply about doing what's right and brings that sense of compassion and integrity to everything he does."

Timmons describes McLellan's commitment to the construction industry as "a deep and lifelong one".

Although he's no longer on the board of directors, McLellan still maintains a keen interest in the university – so much so that Timmons often relies on him for advice.

"Paul always wants to do the right thing," she says. "And that is the attitude he brings to the construction industry. He is ethical, hard-working, and he thinks of building community in terms of more than just the buildings themselves."



CELEBRATING SASKATCHEWAN CONSTRUCTION WEEK



By Sherry Holmes



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There is and will continue to be an increased demand for skilled trades. It is estimated that Canada will be short hundreds of thousands of skilled trades people by 2020. Many people in the skilled trades are reaching the end of their careers and retiring, and the need for the next generation is huge. This is the time to encourage more youth and more women to join the skilled trades.

The shortage of skilled trades

Think about it. My dad, Mike Holmes, has talked about hiring a contractor and what to look out for. In fact, he has made a career out of educating homeowners on how to find the right contractor. But what happens in a few years when we

A career in the skilled trades can be lucrative, flexible, creative, and rewarding.

won't have enough good contractors to fulfill the demand? Well, two things could happen. You wait around for the licensed contractor's schedule to free up so they can take on your project. Or (and this scares me) you hire the unlicensed, inexperienced contractor who is willing to take on rush jobs because his/her schedule is open.

Skilled trades is a viable career

A career in the skilled trades can be lucrative, flexible, creative, and rewarding. And we need to talk about this and take advantage of mentorship and apprenticeship programs that are available. I work with many builders and partners who have put programs together to encourage youth to join the trades. That's why initiatives such as Construction Week are so exciting to me. They provide opportunities for hands-on experience and trying new things is so important. And I love when our Holmes partners, like Dan Yungwirth from Miller Contracting, get involved in these initiatives. The builders know first hand what happens when there is a shortage of skilled trades. And that's why Dan has headed the local committee organizing the events, as well as being part of the overall provincial planning committee.

Get involved with local committees

Organizations like Skills Canada and their provincial chapters (Skills Saskatchewan, for example) are so important because they encourage and help young girls and women to consider a career in the skilled trades and technology sectors. These organizations work with local schools, local businesses, and industry leaders to promote all the exciting career offerings available.

It's so important that young women and

youth know about these opportunities and know how to get more information about them. Events like careers days and try-a-trade days provide hands-on experience in opportunities available to young people.

Don't sell yourself short. I know it can be scary and intimidating, but you

will never know what is out there unless you try. It may just change your life! I wish I could be there with you to celebrate Construction Week, but unfortunately it didn't work out this year. Check out my video message! (<https://www.youtube.com/watch?v=wwpBaBSBeRk>) 📺



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THE VALUE OF PARTNERING WITH THE SCA



By Megan Jane, Executive Coordinator, Saskatchewan Construction Association

This year, the SCA focused on three main areas for partnership opportunities: continuous supporters, Saskatchewan Construction Week, and SCA's Annual Summer Meeting. I'll delve into each of those in a moment, but first I'd like to talk about why partnerships with your association are critical to the success of our industry.

The SCA is a non-profit, provincial advocacy voice for Saskatchewan's dynamic construction industry. We exist only to serve you, the members. Our direction is set by our board of directors in alignment with our Vision and Mission, which are both in place to support our members, our industry, and our province.

We organize events and initiatives that embody and strengthen these values. Our members have already committed to advancing our industry and chosen to invest in the collective success of Saskatchewan's construction industry, and we thank them.

Some additional ways in which partners can further help us achieve our goals and reap measurable benefits for their organization include the following:

Continuous Supporters

Continuous investors to the SCA's sponsorship program help ensure

VISION

The SCA provides collaborative and trusted leadership that sustains a prosperous construction industry and a better quality of life for the people of Saskatchewan.

MISSION

We create extraordinary value for members through:

- Providing industry leadership;
- Encouraging investment in Saskatchewan;
- Growing opportunities for members; and
- Maintaining a sustainable organization.

GUIDING PRINCIPLES

The SCA's Guiding Principles inform the association's work and policy positions. Where the association lacks a formal policy to address a given issue or situation, these principles provide the test and frame of reference for understanding the direction the association will move in when developing a course of action or advocacy position.

We support public policy that expands Saskatchewan's economic potential through improved infrastructure or investment attraction;

We support public policy that creates an environment favorable to development – whether new construction or renovation;

We support public policy that enables Saskatchewan businesses to compete on a fair playing field;

We support public policy that ensure businesses are treated with fairness when completing contracts;

We support programs that enable Saskatchewan youth to learn about, experience and enter skilled trades as a profession;

We oppose policies that shift cost burdens to private enterprise without cause; and

We oppose policies that threaten the investment attractiveness of Saskatchewan or Saskatchewan communities.

the association has the resources available to fulfill its mission and vision. These sponsors are central to our ability to execute on strategic initiatives, innovate, and facilitate growth.

In return, we offer complimentary tickets to our signature events, such as Summer Meeting or Procurement Day. We also offer priority registration at sell-out venues, as well as complimentary and heavily discounted marketing opportunities.

Saskatchewan Construction Week (SCW)

This province-wide initiative is a week-long celebration of Saskatchewan's construction industry, led by a committee of dedicated industry representatives from every sector, all coming together to pull in the same direction for the betterment of construction and the quality of life it produces for Saskatchewan residents.

SCW features several special events, targeting an audience of construction companies and suppliers, political leaders, community stakeholders, youth, entrepreneurs, and more. Visit www.constructionweek.ca for a breakdown of events.

In return, we provide strong branding recognition province-wide, special reserved seating at SCW events, and the chance to participate in our industry's largest lobbying coalition.

SCA's Annual Summer Meeting


The SCA's signature event offers relevant education sessions, industry meetings, excellent networking opportunities with the decision makers in our industry, and premiere golfing in the heart


of Saskatchewan's boreal forest.



Aside from a productive, deeply informative experience at Elk Ridge, our Summer Meeting sponsors can enjoy speaking opportunities in front of key influencers in Saskatchewan's construction sector, thousands of impressions over three days, option to present awards, and complimentary passes to the event and its top-quality activities.

Conclusion

Many associations face the challenge of "too much to do, and not enough resources." By choosing to support your industry through sponsorship, not only is your company demonstrating support of the association's work and values, but we also make sure you see a return on your investment. If you'd like to learn more about partnerships with the SCA, call (306) 525-0171 or e-mail sca@scaonline.ca. ■


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SOULS HARBOUR RESCUE MISSION: PASSIVE BUILDING

By Michael Towers, Director of Programs, Souls Harbour Rescue Mission



Sliding shelves. The shelves sit on runners and are held down by their own weight, so they don't puncture the floor.



Grease trap. This is hung in the crawl space located just off the basement hallway, beneath the kitchen.

There is an adage passed down from carpenter to carpenter over the generations that reminds them to “measure twice and cut once.” When we entered the design stage of our new building, we brought that adage with us. We already knew the value in planning and planning again, knowing that a faithful and exhaustive approach to major decisions always yielded the best results. This project would be no different.

Prior to choosing our design team, I had been studying integrated approaches to project management. I was intrigued enough that I sought out some experts in the field for advice: I spoke to Brian Swarsky of Confederation Inn in Saskatoon about energy savings he'd achieved through building and improvements; I reached out to Michael Nemeth of Brightbuildings in Saskatoon regarding mechanical engineering and passive building; and finally, I engaged Harold Orr of Saskatoon – newly appointed Order of Canada recipient – who just happens to have invented passive building in the 1970s.

It is critical to emphasize the design component of the project. To put it in perspective, our team spent more time in the design phase than we spent under construction. We had a 13-month build after close to 16 months of constant meets to tweak and review the design. The result was a \$7.125 million project with only 52 change orders that resulted in a net zero increase to the project cost. In the end, we were able to build a passive building for the same cost as a conventional building.

The process was difficult but worthwhile. For example, early in the design phase our mechanical engineers were unable to provide an acceptable passive-build option for the boiler system, so we changed partners and hired Brightbuildings. We needed to surround ourselves with people who weren't afraid to think outside of the box and who were willing to be challenged in unconventional ways.

Our role as non-profit leaders was to inform and instruct the design team on end-user goals for this building. We needed a daycare for 60 children, 17 affordable housing suites for tenants, a 24-hour shelter for homeless men, a high-functioning kitchen to support our meal program, space for a free clothing store, a volunteer training room, and space for permanent staff. It was critical to keep the three primary areas separate and secure (daycare, suites, Emergency Services) to make sure that people associated with each of those three primary areas do not end up in other areas of the building.

We needed to do this at the same time as providing a good work process flow for our volunteers and our employees. In other words, our expertise was required at the beginning of this project if we were going to meet the overall goals for the building. I wanted every aspect of this building to be intuitive, simple, easy to use, and easy to maintain.

Consequently, most of our design time was consumed with the engineers and architects presenting a design and the executive director and I critiquing it. We would push back on the design flaws

in the context of how the design would conflict with our distinct user groups. We needed to train our design team on how to effectively weave three separate user groups together in harmony within this new building once it was opened.

At times, that meant taking the engineers and architects away from their desks and into our other buildings so they could get a sense of what our world looked like.

SOULS HARBOUR **RESCUE** MISSION

Here are just a few ways we managed to create a space that was more efficient and interacted with its users:

- Light sensors in common areas;
- Quiet and easy access air handler;
- Kitchen light switches that activate the climate system within 30 seconds;
- Fitting standardized tank toilets rather than flush vales for easier, more affordable repairs;
- LVP flooring which does not require commercial treatment, waxing, or complicated maintenance;
- Hidden, pre-set dimmer switches in common areas required to be lit at all times; and
- Commercial-sized cold storage room cooled via direct outdoor pipe that uses a manual damper.



Finished kitchen, designed to accommodate groups of 20 people. It features a slip-resistant, impact-resistant, waterproof floor, and everything is stainless steel and on wheels.

Introducing the team to our world helped inspire them when they got behind their computer screens and although communicating our needs was a frustrating experience at times, the result speaks for itself. Our newest facility is a harmonious building that

effectively brings three distinct user groups together without bottleneck or conflict.

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MCKENNA DISTRIBUTION DARES TO BE DIFFERENT



By Jim Timlick, DEL Staff Writer



When Steve McKenna took over his family's flooring supplies distribution company in 2012, he soon realized it would take a slightly different business approach to grow the enterprise.

It wasn't a decision he took lightly. After all, his parents, Bruce and Elaine, had carved out a comfortable niche with Regina-based McKenna Distribution by distributing quality flooring supplies to local contractors

in and around the Saskatchewan capital since 1985.

Still, he was certain that the business needed to evolve in order to remain relevant in an extremely competitive marketplace. That meant

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Steve McKenna.

an increased focus on differentiating McKenna Distribution from the competition by being...well, different.

"We try to focus on style and design a lot. We try not to necessarily offer something that's the same as what everybody else does," says McKenna, who serves as company president. "You can see that when you walk into our showroom. We really put a lot of focus on our showroom and our branding. We try to make sure we have a brand that people can identify with."

While flooring supplies like trim and molding still make up a huge part of the business, McKenna Distribution now also offers a wide selection of other products, including vinyl tile and planks, hardwood flooring,

and imported ceramic tile, as well as its own Luxury brand of granite, quartz, and marble countertops.

One of the company's biggest areas of growth has been granite countertops, which it started getting into back in 2008 while Steve was handling sales for his parents. Now under the direction of his wife Alyssa, the division has grown to between 15 and 20 full-time staff and is "a pretty substantial part of our business," McKenna says.

"We saw that the market was really picking up in 2008, when the first wave of the boom happened. The volume of contractors coming in was increasing. I got to talking to some of the guys who were coming in, and they were saying there's nobody doing countertops, so we started looking into that area."

Another area of growth for the company has been south of the border. It began investigating the U.S. market in 2016, and now has a host of retail clients in border states like North Dakota, South Dakota, and Montana.

With the Canadian market already pretty well served by a number of big players, McKenna says it only made sense to look at underserved

U.S. markets to fuel his company's expansion ambitions. Although it took some time to gain a foothold, the move has paid off handsomely of late.

"It (the U.S. market) has really grown for us. It's been our fastest-growing category for the last two years, and we don't see that slowing down any time soon," he says.

"I think our value proposition has been just to try to offer some unique products. There's lots of big, multi-million dollar corporations down there. They tend to be very vanilla, whereas we're able to be a little more focused, a little more specific in our products. Maybe we're doing something that only works for 50 customers, but that's OK because we're not this big, huge machine."

While 2019 could pose a challenge for many construction-related businesses, McKenna is optimistic there's still room for growth as long as his business continues to focus on providing quality products and service.

"It's going to continue to grow. I think there are still lots of opportunities out there." ■



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HABITAT FOR HUMANITY REGINA BUILDS 10 MORE HOMES IN REGINA



By Kelly Holmes-Binns, Chief Executive Officer, Habitat for Humanity Regina

It was an exciting 2018 year at Habitat Regina, culminating with an emotional key ceremony for 10 new Habitat homeowners at Haultain Crossing! In 2014, Habitat Regina started construction at Haultain Crossing, our massive 62-unit townhome development in Regina's Eastview neighbourhood. We are very excited to announce that we have welcomed 34 new Habitat families into their new homes at Haultain Crossing, which means we are over halfway complete this project.

We also started construction on 10 more homes in September. We expect to welcome these new Habitat families home in the fall of 2019. We are grateful for the support we receive from the federal government, provincial government, and the City of Regina, as well as generous cash donations from The Mosaic Company, Farm Credit Canada, and Town & Country Plumbing and Heating. We also receive cash and in-kind donations, as well as volunteer hours from local businesses and individuals.

We are very proud of our unique partnership with the Regina Trades and Skills Centre, giving grades 11 and 12 students an amazing opportunity to give back to the community while experiencing every aspect of residential construction from qualified instructors. Students from Regina Public Schools, Regina Catholic School Division, and Prairie Valley School Division participate in the Trades and Skills Construction Apprenticeship Program (TASCAP), spend a semester on site building a home for a family, and earn five high school credits and 500 apprenticeship hours.

Our partnership with Regina Trades and Skills Centre and the TASCAP students is invaluable to our ability to serve local low-income families.

We are also supported financially by the Habitat for Humanity Regina ReStore. The ReStore sells donated items, from building supplies and construction materials to home décor, furniture and appliances to office equipment, with the goal of raising as much money as possible for our local homebuilding program. These new and gently-used items are donated from local businesses, contractors, and individuals in the community. The ReStore offers programs like the Kitchen Salvage program, where we accept cabinets, countertops, islands, and appliances from kitchen remodel projects, issue a tax receipt to the homeowner, and sell it in the ReStore. We are setting new records in the ReStore, including the amount of waste that is diverted from the landfill. In 2019, we estimate that the ReStore has diverted 156 tonnes of waste, which is equivalent to the amount of material that it takes to build one home.

We are always looking for new supporters and volunteers! We are happy to facilitate in-kind or cash donations to help support the build efforts at Haultain Crossing. Consider bringing a crew to spend a day at Haultain Crossing, constructing homes for local low-income families. Support the Regina ReStore by donating unused building and construction materials. Shop the ReStore to find items for your projects. Tell your clients about the ReStores' various programs, including the Kitchen Salvage Program. Donations to the ReStore will receive a tax receipt for the value of the item.

About Habitat for Humanity Regina

Founded in 1993, Habitat for Humanity Regina is a non-profit organization working toward a world where everyone has a safe and decent place to live. Our mission is to mobilize volunteers and community partners in building affordable housing and promoting homeownership as a way to break the cycle of poverty. Habitat Regina has chapters in Moose Jaw, Estevan, and Yorkton. With the help of over 1,000 volunteers annually, Habitat Regina has served over 100 families with safe, decent, and affordable housing. For more information on Habitat for Humanity Regina, please visit www.habitatregina.ca.

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CONSTRUCTING CONNECTIONS WITH YOUNG EXECUTIVES & FUTURE CONSTRUCTION LEADERS

By Paul Adair, DEL Staff Writer

The Saskatoon Construction Association Young Executives (YE) offers an opportunity for the next generation of construction professionals to become more involved in their industry through a blend of educational sessions and fun networking events. The educational sessions include luncheons and evening events that cover a wide assortment of topics, such as safety and the WCB, leadership, and issues around insurance. The more socially focused, networking events include activities such as curling, golf, and group tours of high-profile projects across Saskatoon or of member company facilities.

Through these events, YE attendees will come to have a greater understanding of why construction associations, like Saskatoon's, are crucial in building a strong future for construction in Saskatchewan. As part of this, industry leaders and senior Association members will often take part in YE events to share some hard lessons learned in the course of long careers, further cementing the importance of maintaining solid relationships with industry partners.

"Friends will always do business with friends when given the choice," says Chad Leverick, Chair of the YE Committee. "YE events are a great way to break the ice

and really get to know some of your peers in a short amount of time. After just a few events, you can tell that real friendships have been formed and that everybody is eagerly looking forward to the next time we meet."

Most attendees are under 40 and are looking to take the next step in their career by associating with other future leaders to create a broader network. Without events such as those offered by YE, it could take years to create these sorts of connections, and it's the relationships you build today will be the foundation that your career is built on tomorrow.



YE takes a tour of the Huskies' new home at Merlis Belsher Place at the University of Saskatchewan.



YE attendees take part in an annual fun bonspiel.



The winning team picks up its award at the end of the 2018 FCL golf tournament.



Attendees gather at the club house following the 2018 FCL golf tournament.

Building long-lasting relationships

Like YE, the Regina Construction Association Future Construction Leaders (FCL) is designed for young construction professionals under the age of 40 who seek to further their careers but may not know exactly where to start.

"For most of us, the construction industry is a career in which we intend to be in for many years to come, and relationships help form a level of trust that will allow us to work together on projects as a team toward a common goal," says Brent Cherwinski, FCL Co-Chair. "In a day of texts, emails, and phone calls, FCL events create a platform for face-to-face meetings alongside people you may have communicated with for years, but never actually met in person."

FCL is seen to be the training ground for the future leadership of the construction industry, and attendees are often encouraged to become involved by managers and mentors as part of a succession plan. That said, you will only get out of FCL what you put into it.

"It takes time to form a trusting relationship," Cherwinski says. "Those who continue to attend events have picked up on this, and although each FCL event may not necessarily be your cup of tea, it's really more about getting out and staying involved."

FCL organizers always keep their eyes open for new, constructive events that appeal to attendees and have a networking aspect. Events to date have included such activities as active construction site tours, financial and work-place fashion presentations, and annual mentors' golfing tournament, as well as various technical presentations. FCL aims to hold four to six of these events each year.

"Attendees keep coming back, which is a strong indicator that they are getting something out of our events," says FCL Co-Chair Mike Promhouse. "FCL gives a real opportunity

for up-and-coming construction leaders to form stronger networks and be better educated about their industry. You just have to give it a try and get yourself out there."

Contact Info:

Saskatoon Construction Association
Young Executives
www.saskatoonconstruction.ca

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LEADERSHIP IN INNOVATION

By Kaytlyn Barber, Senior Consultant,
Advisory, KPMG LLP



The pace of change across all industries has accelerated – and the construction sector is no exception. Annually, KPMG releases a perspective on emerging trends in infrastructure. The 2019 version highlights the shift toward evidence-based planning and prioritization supported by new and evolving technology.

As leaders in the Saskatchewan construction sector, the need to innovate to drive productivity, respond to client needs, and adapt to new requirements and regulations will be critical to your success. How can you take technology trends being experienced in the largest global construction markets and scale them to Saskatchewan's market? From my

perspective, three key opportunities are as follows:

1. **Refine your strategy related to project reporting** – As data becomes increasingly available, owners are becoming more data-driven. They are undertaking more robust scenario analysis and planning, to make better, timelier decisions. For



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example, Canada recently published its first *Core Public Infrastructure Survey*, a comprehensive inventory of the country's assets, which identifies condition and magnitude of infrastructure not previously available. As owners become more sophisticated in their use of data, expect that their reporting needs at all stages of a project will shift. Senior leaders are expecting that more detailed planning activities will be monitored and reported against for achievement. Expectations for reporting will continue to increase – start crafting your strategy now for how you will efficiently respond.

2. **Get back to basics** – As required skills and capabilities shift through availability of information and enhanced systems, tools, and methods, you and your team will need to adapt. In doing so, it's important not to forget the differentiators that have led to historical success. A great data and analytics strategy is contingent on knowing the right questions to ask. You could have more data than you would ever need, but if you cannot determine the decisions you are seeking to inform, then the data cannot drive your business. The need for deep experience and understanding of the industry, great communication skills, and project leadership are foundational to driving innovation. These soft skills will be critical to adapting to changing technical skill requirements and should not be overlooked in place of trying to stay ahead of the curve.
3. **Drive maturity in process first – you cannot automate work-arounds** – As you consider how technology could improve the efficiency and effectiveness of your business –

think big but start small. To realize the benefits of technology and automation, especially when trying to acquire meaningful information, a common mistake is to try to “pave the cow path.” This is often a result of the sense of familiarity that comes with historical processes or the daunting barriers that can impede adaptation. If you're seeking to automate any process or activity, first define the need, requirements, and process,

and then identify the technological solution. If you aren't clear on the *what* and jump straight to the *how*, expect the change to cost more, take longer, and not achieve the benefits you envisioned. Change is a process; take it one step at a time.

Technology and innovation can be an opportunity or a threat. As leaders, we make the choice. How are you positioning your business for success in the future? 🏗️



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LEADING THROUGH CHANGE – WHY IT MATTERS



By Shaadie Musleh, Manager, Strategic and Competitive Intelligence, Economic Development Regina

In recent years, markets have become increasingly influenced by rapid change stemming from the emergence of new technologies, changes in consumer preferences, government policy actions, and the actions of competitors that create unpredictable business environments referred to as VUCA. VUCA, a military term coined following the end of the Cold War, is used to describe the volatility, uncertainty, complexity, and ambiguity facing businesses today. The challenge for organizational leaders is how to recognize these challenges and face them. This makes it extremely difficult for leaders to make decisions, resulting in slow reactions to market changes. Leaders must embrace and champion

change to create organizations that are agile enough to meet these new realities. Transformations are a process, not an event.

Linking leadership to a strong process for change is the cornerstone of John Kotter's eight-step outline for leading change. For the process to be successful, strong leadership needs to drive change. Inconsistent or weak leadership will ensure that the change fails. Strong leaders can clearly define the problem to be solved, thus creating a sense of urgency to create buy-in and attract early adopters for change from across the organization. Once urgency is established, leaders must create a vision to direct and drive

change in the organization. For leaders, communicating a vision using easily understood language and story-telling techniques will establish greater understanding among employees. However, it will take strong leadership to empower employees to act on the vision and make improvements during the process. Furthermore, setting-up short-term wins creates momentum for change. The final step in the change process is for leadership to install the new approaches and create measurements to reinforce the behaviors that meet the requirements to sustain the change.

Change initiatives will fail when the previously mentioned steps are not completed. Beyond this model, leaders can ensure that the change efforts will fail if the following mistakes are made. First, leadership by example is critical for the change to work. If leadership display any behavior inconsistent with the vision for change, it will overshadow the entire effort resulting in failure. Secondly, leadership that does not use two-way communication to get feedback while giving others an opportunity to participate will not create buy-in for the change.

Leaders who understand the stages of change and avoid the common pitfalls will create nimble and adaptable organizations that can shift with its markets, competitors, and technologies. 🏢



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THE VALUE AND POWER IN ASSOCIATION MEMBERSHIP: A CSAE PERSPECTIVE

By Penny Tantakis, Director of Marketing and Communications, Canadian Society of Association Executives



As Canada's "association of associations," the Canadian Society of Association Executives (CSAE) has been in the business of creating value for members for nearly 60 years. Our mission is to *deliver the knowledge, resources and environment to advance association excellence*. There are common issues and solutions that echo across associations of all sizes and

scope, and it is therefore no surprise that CSAE has a diverse membership from across the country. We have long-standing members who have belonged to the organization for decades, as well as new professionals who are just joining the association sector.

With the arrival of a new President and CEO - Tracy Folkes Hanson - in 2017, it was the perfect time for CSAE

to better understand our members and what they value in being part of the association. We knew from our most active members that the more that individuals participate in the association, the more they reap value and benefit from their membership. From networking, professional development, and volunteer leadership opportunities to

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From networking, professional development, and volunteer leadership opportunities to the overall sense of connectedness to their peers, membership offers both intangible and tangible benefits that can enhance the experience of professionals.

the overall sense of connectedness to their peers, membership offers both intangible and tangible benefits that can enhance the experience of professionals of all stripes and from all sizes and types of organization.

CSAE wanted solid insights into what our members value in their membership. So, logically, we turned to the source — our members — through a survey. What did we learn? Not surprisingly, a diverse membership means that there are a variety of reasons, but these are the fundamentals:

- Education and professional development – membership provides a way to stay informed about what is happening in the association sector.
- Knowledge about industry best practices – membership offers access to resources and benchmarking to inform members' own practices.
- A community hub – networking, sharing, having a voice. Membership means a place to go that is credible, reliable, and representative – it provides a place for individuals to connect and be heard.

The outcomes from the survey assured CSAE that members were proud to be part of CSAE and that CSAE has been on the right track. Importantly, it informed some new developments to engage with and listen to members, and to continue

to provide relevant and valuable information. Some of the immediate steps that were taken include:

- Introducing Associations Connect, a virtual, member-driven meeting place where association professionals can share, problem-solve, and more;
- Streamlining and updating communications tools and vehicles;
- Developing new mechanisms for

member involvement in agenda setting; and

- Increasing one-on-one direct engagement with our members.

CSAE members seem to be noticing and appreciating these developments. Our upcoming member survey will give all our members the chance to tell CSAE how we're doing and continue to steer us forward. There is strength in sharing voices, challenges, and knowledge – and that is the power of associations. 🏢

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SASKATCHEWAN APPRENTICESHIP AND TRADE CERTIFICATION COMMISSION IS ONE OF SASKATCHEWAN'S TOP EMPLOYERS

By Jeff Ritter, Saskatchewan Apprenticeship and Trade Certification Commission



We're proud the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) has been named one of Saskatchewan's Top Employers for 2019 by Mediacorp Canada Inc.

SATCC employees are highly engaged and feel valued for the work they do. In turn, they provide exceptional service to our organization's clients: Saskatchewan's apprentices and employers.

Every year, the SATCC oversees an employee engagement survey, administered by Inshtrix. In 2018, more than

80 per cent of employees agreed with the statement "I find my work fulfilling and look forward to coming to work each day." More than 80 per cent of employees agreed their managers give them the freedom to do their job effectively, and more than 70 per cent of employees agreed they feel valued for the work they do.

The SATCC's client satisfaction surveys show positive results too.

According to the SATCC's 2017 Apprentice and Employer Satisfaction Surveys, administered by Inshtrix, SATCC

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SATCC employees are highly engaged and feel valued for the work they do.

staff members are doing a great job serving clients. More than 90 per cent of apprentice employers agreed staff members are helpful, friendly, and knowledgeable; and more than 80 per cent of apprentices agreed.

The SATCC achieves these sorts of results in a few ways. First, the SATCC has active Employee Engagement and Social Committees. These committees help ensure employees' voices are heard and that we're planning fun events in recognition of our staff members' work across the province.

Second, the SATCC strives to build a diverse workforce. We are proud of the number of women working in management and executive roles. More than 50 per cent of the SATCC's managers are women and more than 50 per cent of the SATCC's executive team are women. At the SATCC, we track and aim to grow the number of apprentices from underrepresented groups. (In the skilled trades, women are still an underrepresented group, making up about only 10 per cent of the apprenticeship population.) We want to see a skilled trades workforce that is representative of our

province's diverse population. Our hiring practices reflect this goal.

This is the first time the SATCC has applied for and received the Saskatchewan's Top Employer Award. To view the full list of winners, visit www.canadastop100.com/sk/.

Organizations that apply for the award are evaluated by the editors of Canada's Top 100 Employers on physical workplace; work atmosphere and social; health, financial, and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement.

Editor's Note: The SCA congratulates the SATCC on this well-deserved recognition. The work of the dedicated leaders and staff of the SATCC makes this a better province in countless ways.

In addition to facilitating the Canada's Top 100 Employers competition (and the associated special-interest and regional competitions), Mediacorp Canada Inc. operates Eluta.ca, a Canadian job search engine. ■



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RECOGNIZING AND CONTROLLING HAZARDS



By SCSA Staff

Whether at home or on the job, existing and potential safety hazards are always present, and most of the time, the injuries they cause are preventable. A hazard refers to anything that could potentially cause harm to an individual's health or safety.

"Although not all hazards are preventable, they can be controlled...just because you have completed a task a million times, does not mean that the hazards are the same each time," says Ameer Murray, a certified National Construction Safety Officer (NCSO™) and Health and Safety Consultant.

In the safety industry, there is a widely accepted system called the Hierarchy of Hazard Controls, used to minimize or eliminate exposure to hazards. The hierarchy consists of five rungs – starting with the most effective controls at the top moving down to the least effective.

1. **Elimination** – Completely remove the hazard. [E.g. Secure loose electrical cords and remove clutter in high-traffic areas to avoid tripping hazards.]
2. **Substitution** – Replace the hazard with a less hazardous substitute. [E.g. Instead of using harsh chemicals for cleaning, such as bleach and acids, use substances less irritating to the skin and respiratory system.]
3. **Engineering** – Isolate people from the hazard or modify engineered machinery or equipment. [E.g. Place barricades around open holes to prevent falls.]
4. **Administrative** – Change the way people work; modify work practices, policies, housekeeping. [E.g. Place clear signage warning of specific hazards.]

5. **Personal protective equipment** – Protect owners, workers, clients, and anyone else entering a work area with the use of personal protective equipment (PPE). [E.g. Hard hats should be worn to prevent head injuries.]

Prior to starting a task, take time to evaluate the work area and work activity for potential hazards by inspecting work surfaces, tools, and equipment.

"Hazard assessment should be conducted at the beginning of every project, at the beginning of a new task, and whenever the scope of work or conditions change. It is also important to conduct informal hazard assessments throughout the task or project in case a hazard was overlooked," adds Murray.

Workers have the right to know what hazards are present on the job and receive proper training, policies, and procedures to understand how to protect themselves and others.

In Saskatchewan, employers have the legal responsibility to identify and control workplace hazards to protect workers. Likewise, workers have the right to know what hazards are present on the job and receive proper training, policies, and procedures to understand how to protect themselves and others. Workers also have a responsibility to work safely; use machinery, equipment and tools in the way they were intended; to report unsafe activities and conditions; and to wear the PPE provided.

The SCSA recently added 10 new topics to its Guide to OHS Legislation mobile app and a mobile hazard assessment tool. The app is available to download at no cost to the user from the Google or Apple stores by searching "SCSA".

The Saskatchewan Construction Safety Association (SCSA) is an industry-funded, membership-based, non-profit organization that provides cost-effective, accessible safety training advice to nearly 10,000 employers and their employees in the construction industry throughout Saskatchewan to reduce the human and financial losses associated with injuries. The SCSA's mission is constructing safety leadership. 🏗️

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LEADERSHIP: A RETIRED EXECUTIVE'S PERSPECTIVE

By Marshall Hamilton, Executive HR Consultant



There are hundreds of thousands of books written on the topic of leadership. This article is not a summary of those books, but rather a perspective from one retired HR executive and his 35 years of experience with great, average, and poor leaders.

Nature or nurture? Are leaders born or can leaders be groomed? Yes, some people seem to be born leaders; leadership seems to come easy to them. However, I do not believe they were born a great leader. It may come easier to some than others, but I firmly believe that leaders can be taught, built, groomed, and nurtured. Let us explore how.

Most great leaders learned by emulating the positive leadership attributes of others. Some obvious early examples are people like their parents and teachers. Many positive (and negative) attributes are learned in those formative years from our parents and teachers. However, great leaders seem to possess an innate ability to gravitate to the positive role models from whom they learn the positive attributes, while using the negative role models to learn what not to emulate.

If somebody asked me how I would describe a good leader, I would use the following key points, in no particular order:

- Great leaders always lead by example. They walk the talk. For example, do not admonish others for being late if you are frequently late yourself. Model the behavior you want others to follow.
- Great leaders are frequently willing to take more of their share of the blame when things do not go well, and less of the credit when things go well.
- Great leaders do not have to be great speakers, but they do need to be prepared to be truthful in everything they say.
- It is an asset if a great leader is comfortable speaking to groups of people, but it is more important for great leader to be a good listener and observant of the people and circumstances around them.
- Great leaders have a vision of where they want to go and find effective ways to communicate their vision to those they lead.
- Great leaders find ways to motivate others to work toward a common goal that is line with the leader's vision.
- Great leaders do not demand respect; they go out and earn respect every day.

This list could go on and on, with examples from history and the present. However, ask any of today's great leaders and they will point to positive role models that had significant influences on their leadership styles. The key is being observant and attaching ourselves to those positive role models. 📖

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Produced and published for the SCA by:
DEL Communications Inc.
Suite 300, 6 Roslyn Road
Winnipeg, Manitoba R3L 0G5
www.delcommunications.com

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Production services provided by
S.G. Bennett Marketing Services
www.sgbennett.com

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