NOT JUST A GREAT PLACE TO BE FROM ANYMORE

THE CARBON TAX: AN ANALYSIS

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WELCOME
WITH INDUSTRY WEST PUBLISHER, PAUL HUBER

It’s already been a long hot summer and we’re only halfway through it. We haven’t had the greatest weather for farmers considering the lack of precipitation, but it’s been ideal for anyone enjoying some vacation time. In the spirit of the season, we present an edition focused on tourism. We’re showcasing the importance of the tourism industry and everything it does for Saskatchewan—and the many things to see and do in the place we call home.

Saskatchewan is known for its lake culture. This is no surprise considering there are roughly 100,000 lakes across the province. If you’re a fishing or watersports enthusiast, you’re in heaven. It’s also fun to enjoy one of our many beautiful beaches. Once you’re out of the water, be sure to check out one of the great music festivals this summer. You won’t regret spending time at the Ness Creek Music Festival up in Big River, Gateway Music Festival down in Bengough, Regina Folk Festival, and the SaskTel Saskatchewan Jazz Festival in Saskatoon. No matter what you choose to do, you’ll be making memories to last a lifetime.

My favourite Saskatchewan summer memory dates back to 1992. My family and I spent a wonderful vacation in Cypress Hills with our four horses. I was 10 years old and we camped in the equestrian campground in the West Block. If you haven’t seen Cypress Hills yet, you’re missing one of the great gems of the prairies. We spent long days riding through the park to Fort Walsh, Farwell’s Trading Post and the site of the 1873 Cypress Hills Massacre. It’s a remarkable, historic place and it felt like we were stepping back in time. It was truly a Saskatchewan experience and it will stay with me forever.

Enjoy this issue, and feel free to tell us what you think—we love hearing from our readers at info@industrywestmagazine.com. Be sure to visit us at industrywestmagazine.com for all our online content.

Have a fun and safe summer,
—Paul
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Contributors

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is an independent journalist based in Wakaw, Saskatchewan. She has written for: The Globe and Mail, Chatelaine, The Toronto Sun, The National Post and Winnipeg Free Press.

KRISTIN ATOR
is a part time photographer and full time mom. She grew up in Moose Jaw, Saskatchewan, and remembers fondly exploring with her first camera while at summer camp at Buffalo Pound Lake when she was eight. She graduated from the University of Saskatchewan with a degree in Civil Engineering and completed her MBA at the University of Alberta. Her passion for photography is an ideal creative outlet to balance her science and business education.

CLAIRE BÉLANGER-PARKER
has owned and operated a successful event, conference and association management company since 1999. Co-founding the IISB was a response to a great need identified within the speaking industry and to help organizations access indigenous knowledge regardless if they are simply exploring, ready to engage or fully committed to building relationship with Indigenous peoples and communities.

SHANE LUHNING
Shane graduated from the University of Regina’s Film and Video Program in 2005, and has worked as a freelance videographer and photographer over the last decade. He has collaborated on a wide variety of projects with the Government of Canada, the Government of Saskatchewan, First Nations University of Canada, and many other Saskatchewan-based small businesses and individuals.
Saskatoon’s Prairieland Park was the site of the Saskatchewan Mining Association’s 49th Annual Emergency Response/Mine Rescue Skills Competition, held June 3, 2017. An exciting end to Saskatchewan Mining Week, teams of emergency response and mine rescue personnel from fifteen mine sites around the province tested their skills. Rescue teams tested their mettle in five separate events, including Fire Fighting, First Aid, Proficiency Skills, Practical Skills and Simulated Surface and Underground Mine Problems.

The Overall winners:
Surface Winner—PotashCorp Patience Lake; Runner Up—Cameco Key Lake
Underground Winner—Mosaic Esterhazy K1; Runner Up—PotashCorp Lanigan

The Individual Event winners:
First Aid
Surface Winner—PotashCorp Patience Lake; Runner Up—Westmoreland Coal Poplar River
Underground Winner—PotashCorp Lanigan; Runner Up—Mosaic Esterhazy K2

Fire Fighting
Surface Winner—AREVA McClean Lake; Runner Up—Mosaic Belle Plaine
Underground Winner—PotashCorp Allan; Runner Up—Silver Standard Seabee

Proficiency
Surface Winner—Westmoreland Coal Poplar River; Runner Up—PotashCorp Patience Lake
Underground Winner—PotashCorp Lanigan; Runner Up—Mosaic Esterhazy K1

Practical Skills
Surface Winner—Mosaic Belle Plaine; Runner Up—Cameco Key Lake
Underground Winner—Mosaic Esterhazy K1; Runner Up—PotashCorp Allan

Surface Field Problem
Surface Winner—Cameco Key Lake; Runner Up—Mosaic Belle Plaine

Underground Mine Problem
Underground Winner—PotashCorp Rocanville; Runner Up—Mosaic Esterhazy K1
The new political landscape in British Columbia could mean the end of the Trans Mountain pipeline expansion.

It's early days for the newly-minted government of John Horgan, whose NDP caucus teamed up with the Green Party to oust the incumbent Liberals following the May election, but it has gone on record saying it's going to use “every tool available” to stop the more than $7-billion project.

Pre-election plans called for construction to begin this fall on 1,150 kilometres of pipeline between Strathcona County near Edmonton to Burnaby, B.C. The expansion of Kinder Morgan’s original pipeline, which was built in 1953, was designed to nearly triple the current capacity of 300,000 barrels per day to the West Coast while increasing tanker traffic seven-fold in the Burrard Inlet.

“British Columbians have spoken loud and clear in opposition to Kinder Morgan,” said a government spokesperson. “The New Democratic government wants to make sure that the concerns of British Columbians are addressed and that means doing what we can to protect our coast.”
“The increase of tanker traffic would cause a huge risk to our environment and our economy and we need to put our best efforts forward to protect our coast and its precious resources and eco-systems. British Columbians agree that some environmental risks just aren’t worth taking,” the spokesperson said.

Prime Minister Trudeau has repeatedly expressed support for the pipeline but it’s unclear what course Ottawa will take in the face of such strong opposition.

The NDP spokesperson didn’t anticipate Horgan crossing swords with Trudeau. “We will work closely with the federal government to ensure that we get the best possible outcome for British Columbians,” the spokesperson said.

Despite the public statements from the NDP and the Greens, Kinder Morgan, which had already negotiated commercial agreements with a dozen shippers to cover more than three-quarters of the pipeline’s capacity, is preparing to begin construction in the fall. “We congratulate Premier Horgan and we look forward to the opportunity to provide an update on the status of the project and its benefits to B.C.,” said Ali Hounsell, spokeswoman for Trans Mountain Project. “We are continuing with all aspects of planning for the Trans Mountain Expansion Project, including finalizing construction contracts and delivering on our commitments through investments in jobs, safety, the environment and communities.”

Emotions have run high on both sides of the controversial pipeline since it was first announced back in 2013. Joining Ottawa on one side is the Canadian Association of Petroleum Producers, whose members would supply most of the oil to be transported. On the other is the City of Vancouver, which has been leading legal efforts to derail the expansion, plus groups such as The Living Oceans Society and Raincoast Conservation Foundation, and a number of B.C. community mayors and indigenous groups.
THE CARBON TAX: AN ANALYSIS
BY PAUL HUBER

In these days of the 24-hour news cycle and opinion being taken as fact, it can be difficult to get a firm grasp on the news of the day. This is concerning when the topic is important and its outcome could have considerable economic or social consequences. Carbon taxation is one of these topics. Like royalties, pipelines or Senate reform, the carbon tax has become a hot potato. Much coverage reports the reactions of individuals or groups involved on both sides of the issue instead of analysis of the issue itself. Here is an overview of the new carbon tax initiative set out by the federal government, plus the arguments for and against.
WHAT IS A CARBON TAX?
It’s an environmental fee levied by governments on the production, distribution or use of fossil fuels such as oil, coal, and natural gas.¹ It puts a price on each tonne of greenhouse gas emissions generated (GHG). This price can be as high as Sweden’s price of $150 (USD)/T CO₂ enacted in 1991² or as low as Mexico’s $3.50/T CO₂ that goes into effect this year.³

WHAT IS CAP AND TRADE?
A cap and trade system allows a government to put a limit on the amount of GHG emissions various industries are allowed to emit.⁴ Typically, this system uses carbon emission credits that are distributed to the industries under the system. If companies need or want more credits, they can purchase or trade them amongst themselves. The goal is to reduce the carbon footprint of the targeted industries.

CANADA’S COMMITMENT
On October 3, 2016, Prime Minister Justin Trudeau announced Canada’s commitment to impose a federal government initiative for carbon pricing. Taking effect in 2018, the tax will begin at $10/tonne and incrementally go up an additional $10/tonne until 2022 where it will be capped at $50/tonne.⁵ Each province and territory can enact their own version of a cap-and-trade scheme or tax, but it has to meet the federal benchmark or else the federal government will step in and impose a system. The initiative will be revenue neutral for the federal government—all money collected will stay with the provinces and territories.

THE ARGUMENTS FOR
• This is not an isolated initiative. More attention is being drawn to reduction of carbon emissions throughout the world. Currently, 25% of global carbon pollution is already or about to be covered by carbon pricing. This represents 40 different countries, and seven of the 10 largest economies.⁶ China, one of the largest carbon emitters in the world, is engaging in proactive steps launching its own cap-and-trade scheme in 2017.⁷
• The world is turning towards renewable energy sources and not embracing this trend will severely undermine Canada’s future potential as a world leader in this area and reduce potential market share. Currently, the global clean tech market is worth $1.5 trillion and expected to double by 2022.⁸ Canada can be at the forefront of this sector and create economic opportunities for generations to come.
• There is already a working model in Canada, and by most accounts it’s achieving what it intended to do. British Columbia (B.C.) introduced a carbon tax back in 2008 and it’s held up as the standard-bearer for carbon taxation in the Western Hemisphere. It was began July 1, 2008 with an initial rate of $10/tonne, increasing $5/tonne for the next four years until it reached its current level of $30/tonne in 2012.⁹

The B.C. Carbon Tax has demonstrated success in several areas:
• It has contributed to lower fuel consumption. Since 2008, when the tax took effect, British Columbians’ use of petroleum fuels has dropped by 15.1%.¹⁰
• B.C.’s economic growth has been unaffected. In fact, B.C.’s GDP growth has outpaced the rest of Canada, though only by a small margin.¹¹
• The B.C. carbon tax is revenue neutral. There is no net increase in taxes for the province. In fact, there was a net benefit for taxpayers—over $300 million has been returned in tax cuts.¹² B.C.’s personal and corporate tax rates are now the lowest in Canada due to the carbon tax shift.
• B.C. has seen a decline in GHG emissions. Initial reporting from 2008 to 2010 saw B.C.’s per capita GHG emissions decline by 9.9%, a reduction that outpaced the rest of Canada during the same time by 5%.¹³
THE ARGUMENTS AGAINST

- The carbon tax will be especially hard on Saskatchewan. It’s one thing for it to be “revenue neutral”, a new tax is unsettling. Most politicians the world over need to be seen as doing something to address climate change and environmental issues. Carbon pricing is a very convenient route for them. Levying a tax will inevitably reduce emissions and in most cases, economies will adjust and adapt accordingly. The politician can stand up with arms raised as a champion for a worthy cause that met its ends and did not destroy the economy. Fair enough, but did it really achieve its goal? This is where it becomes complicated. Is pricing carbon the highest concern on the environmental agenda? While there’s a system in place to address carbon emissions that is government-friendly, but is this more important than deforestation, loss of biodiversity, oceanic dead zones, or population growth?

- It’s difficult to trust in an abstract concept where there is a legitimate global climate concern and the economists’ suggestion is to create a tax. It’s one thing to invest in new technologies that create concrete environmental benefits like carbon capture initiatives, solar panels or reforestation programs. These things are tangible. It’s very different to introduce a tax that raises the cost of your gasoline and your monthly heating bill and hope that it’s helping the planet.

- Politicians the world over need to be seen as doing something to address climate change and environmental issues. Carbon pricing is a very convenient route for them. Levy a tax will inevitably reduce emissions and in most cases, economies will adjust and adapt accordingly. The politician can stand up with arms raised as a champion for a worthy cause that met its ends and did not destroy the economy. Fair enough, but did it really achieve its goal? This is where it becomes complicated. Is pricing carbon the highest concern on the environmental agenda? While there’s a system in place to address carbon emissions that is government-friendly, but is this more important than deforestation, loss of biodiversity, oceanic dead zones, or population growth?

- Even with the carbon tax being “revenue neutral”, a new tax is unsettling. Most people are happy to pay their fair share because it keeps highways paved, hospitals and schools running, and police and firefighters on the streets. However, the carbon tax is seen as taking more money from taxpayers based on a commitment that it will be returned in the form of tax deductions. Fundamentally, taxpayers have to believe that government will make good on its promise and not divert the extra funds into somewhere else instead of into deductions.

- The carbon tax will be especially hard on Saskatchewan. It’s one thing for it to work in British Columbia, but Saskatchewan is a different region with a different economy. One major concern is the effect it will have on agriculture. By nature, the industry is rural and requires more fuel usage.

- Moreover, Saskatchewan is an energy-producing province and a pricing scheme will inevitably affect the province more than say British Columbia. With the oil and gas sector just starting to recover, is this the right time to saddle the industry with more hardship?

- In terms of competitiveness, Saskatchewan and Alberta in particular are far more exposed to these dangers because they are energy producers unlike the rest of Canada. There’s another danger lurking—referred to as “carbon Leakage”. This is when carbon pricing is installed in a jurisdiction that causes businesses to move to places with more lenient regulations or none at all. Ultimately, the jurisdiction will report reduced emissions, but those emissions haven’t disappeared, they’ve simply changed location.

- This is especially concerning as Canada’s number one trading partner is the United States. Their current government is seeking to offset any existing trade advantages Canada has and is attempting to drop their own taxes. Again, this begs the question of whether the timing is appropriate for a carbon tax.

As this article demonstrates, the carbon tax is a complex issue. There are very important points on both sides of the debate that should be taken seriously. No matter what side of the debate you’re on, carbon pricing comes into effect for Saskatchewan in 2018, and its impact on the province’s economy remains to be seen.
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NOT JUST A GREAT PLACE TO BE FROM ANYMORE
BY PAUL HUBER

GRASSLANDS NATIONAL PARK
CREDIT: TOURISM SASKATCHEWAN/GREG HUSZAR PHOTOGRAPHY
With no sign of slowing down, tourism is becoming a larger and more influential industrial force around the world. There are more than seven billion people living on this planet, and every year one billion of them undertake international travel. This speaks to the ever-improving innovations in transportation and moreover, the interconnectedness of the world. The world is becoming ‘smaller’, trade is constantly expanding, consumerism is growing and at the core, we have never-ending technological advancements. In 1950, by contrast, there were a mere 25 million people travelling internationally.

Statistics from 2011 indicate $1 trillion (USD) is being spent annually with the global tourism industry. Global economic growth at this time was 3.5%, while global tourism growth was 4.4%. As this trend continues, it is projected that the global tourism industry will grow 60% by the year 2020.

Developing countries such as China are largely responsible for these continued growth trends in the industry. Chinese international tourism has increased considerably as the country has become richer and its middle classes have grown. In 2000, only 10 million Chinese travelled internationally. This number is projected to be 100 million by the year 2020. The United Kingdom calculates that every 747 with Chinese tourists represents £1 million for the UK economy and 20 full time jobs. Noting these trends and analyzing impacts will be crucial for regions that want to maximize their ability to attract tourism and the economic windfall it brings.

In Canada, the numbers are equally impressive. During 2016, Statistics Canada reported 30.1 million tourists visited—a 10% increase from 2015. One factor influencing this increase was the lower Canadian dollar. Sitting below $0.80 USD during most of the year, the prospect of inexpensive travel saw increases from both overseas travellers (+13.6%) and American travellers (+8.3%).

The economic impact of tourism is considerable. Tourism in Canada generates $90 billion annually, supporting 640,000 jobs directly and over one million indirectly. In 2015, $24.7 billion in government revenue was directly attributable to tourism.
There is an important lesson in these numbers. People will always travel abroad certainly. However, the more effective Canada becomes at promoting itself to Canadians as a tourism destination, the better off Canada will be economically. Instead of taking a trip to Las Vegas or Mexico, why not travel and experience a new corner of your own country or province. Not only will you be experiencing wonders that you didn’t even know were in your own backyard, but you’ll be creating economic spinoffs for your own country.

The impact of domestic travel and tourism becomes especially apparent when tied to benefits for friends, family, neighbours and colleagues. In Saskatchewan, there are 65,000 full and part-time jobs that are tied to the tourism industry. 2016 highlights from national tourism indicators reported large gains for export revenues in food and beverage services (+13.4%), transport services (+10.5%, including passenger air transport (+13.3%), passenger rail transport (+13.5%) vehicle rental (+9.8%)), travel services (+13.2%) and accommodations (+12.3%). How many people do you know that work in one of these industries?

It is important to remember that tourism is not just about the dollars and cents. It is about promoting the place you are from. The better it’s done, the more attention is created. More attention means more tourism, and more tourism means more economic benefits. In fact, it can mean the difference between a community existing and thriving or simply disappearing. People want to go to welcoming communities where there are things to do and places to see.

Saskatchewan has become a place that is attractive to not only live and work but to visit. There is something unique about Saskatchewan. The numbers speak for themselves. Last year there were 12.2 million visitors to the province to enjoy one of the 3,200 attractions, events and tourism-related businesses in the province. Tourism contributed a whopping $2.15 billion dollars to the provincial economy.

“Tourism is like the miracle economic sector as we see people come to all regions of the province, spend money in many different sectors and in all four seasons. It hires people young and old and best of all instils a sense of hospitality in those people that follows them throughout their
careers,” says Steve McLellan, CEO, Saskatchewan Chamber of Commerce. “Also, tourists are often strangers and when they come and experience the province they are much more likely to want to live, work and invest here. That’s great for them and for all of us who know the attraction Saskatchewan can offer.”

Speaking to the impact of the industry on Saskatoon, Todd Brandt, CEO, Tourism Saskatoon says, “Saskatoon’s tourism industry brings in over $540 million dollars to Saskatoon’s economy each year, and employs just over 15,000 people. Careers in the industry range from first employment opportunities for new Canadians and students, to senior professionals in many different fields.”

Our tourism and hospitality industry is well-positioned to offer many opportunities for sectors that may not have seen tourists as a market. Saskatchewan businesses should take advantage of our growing tourism industry. There are many ways to bolster that bottom line. It’s a farm that starts up a bed and breakfast or hosts its own “farm to fork” dining experience for food tourists. It’s a local retailer or restaurant that advertises outside the province because they offer something unique. It’s a local event reaching outside its community to attract new attendees. The possibilities are endless. Insight and creativity can lead to entrepreneurs reaching new customers that arrive by car and plane to see what Saskatchewan is all about. Don’t miss the chance at a slice of the tourism pie.

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SASKATCHEWAN AIRLINE SECTOR CLEARED FOR TAKE OFF

BY PATRICIA DAWN ROBERTSON
PHOTO BY KRISTIN ATOR
In July 2016, Saskatchewan's aviation transportation sector experienced some turbulence when Delta Airlines halted service to Regina International Airport. American Airlines already suspended flights to Denver and Chicago in 2015. Regina's only remaining direct route to the United States is WestJet's popular Las Vegas flight.

Most international outbound travel from Saskatchewan now starts with a flight to the nearest major hub: Calgary, Vancouver or Toronto. In order to navigate the airline network, travellers must budget more time and expend additional resources.

"Over the years," says Rhonda Smith, V-P of Retail Operations for CAA Saskatchewan, "airline carriers have been able to fit the size of their aircraft to our population." Smith cites shorter airport line-ups and a central location within Canada as unique benefits that the Saskatchewan traveller currently enjoys.

Stephen Maybury is President and CEO of the Saskatoon Airport Authority and he's bullish about the network of routes currently on-offer to outbound travellers. "We are very, very well served through Canadian hubs. If you do a comparison of connectivity, Saskatchewan is still a reasonably strong network."

The Saskatoon Airport Authority wants to provide the best value people can get at a Tier Two airport. In 2016, the SAA won the most improved airport in North American award for airports with less than two million passengers. "We want to be the most valued airport experience in Canada," says Maybury. "How do we attract the most value for our guests?"

To that end, Maybury is currently immersed in a mandatory master plan for the site. This plan includes a major expansion of the airport's parking facilities from one to four parking options and a renovated departures area and baggage kiosk. Maybury is also optimistic about one Canadian airline's bold decision to expand into new markets.

"WestJet has some very ambitious plans right now and that's very good news for our market," says Maybury.

Not content to already dominate the discount niche, WestJet airlines is launching an Ultra Low-Cost Carrier (ULCC) service at the end of 2017 or early 2018. "We're really looking to broaden growth opportunities for WestJet and open up new market segments," says Lauren Stewart, the Calgary-based carrier's media relations advisor. "This offers more choice to Canadians who are looking for even lower fares."

WestJet is also expanding into global markets. The airline has ordered ten Boeing 787-9 Dreamliners with the option to purchase an additional ten. This acquisition will allow the discount airline to fly to new destinations in Asia, South America and Europe.

When WestJet's first Boeing 737 lifted off from Calgary airport in 1996, it didn't fly east of Winnipeg. The upstart's distinguishing feature was a focus on affordability and upbeat customer service. The company saw the value by offering an alternative to the larger and more staid Air Canada.

While WestJet expands into new markets, and Saskatoon Airport Authority celebrates its customer service capacity, Regina International Airport is busy extracting as much value as it can from its land holdings.

John Aston, the airport's Director of Planning, intends to bolster Regina's terminal through increased commercial activity and an architectural facelift. "If we increase our revenues, we can attract more carriers to our airport," says the urban land economist.

The aviation sector is on an uptick thanks to plans to upgrade facilities and the ambitions of a once-regional airline—which should translate into more options and savings for Saskatchewan business and leisure consumers.
Behold the new poster boy for Canadian tourism—Donald Trump. As his presidency continues to be dominated by unconstitutional travel bans and investigations into potential obstructions of justice, international travellers are increasingly voting with their feet and opting for destinations other than the U.S.

That means potentially millions of tourists—and their wallets—could be lured north of the 49th parallel. According to ForwardKeys, a Spain-based company that predicts future travel patterns, long-haul destination plans around the world for June, July and August are up 6.4 per cent over a year ago but down 3.5 per cent for the U.S. Some of the most popular destinations are the U.K., where bookings are up 18 per cent, Spain (13 per cent), France (7.3 per cent), Italy (6.8 per cent) and Thailand (3.2 per cent). And while Trump has been targeting Mexico on numerous fronts, Canada has made it easier for Mexicans to visit the Great White North, having announced visa-free travel last summer. As a result, Mexican tourism to Canada has jumped 16 per cent.

Lorraine Sileo, New York-based senior vice-president of research at Phocuswright, a travel research firm, said Canada has three things that today’s travellers are looking for—a sense of safety, cleanliness and natural beauty. It’s up to tourism associations and the attractions themselves to work together to market all of those assets. “It is a match,” she said. “The
Canadian dollar is a bargain. You want people saying, ‘we should be going to Canada because our dollar is going to be stretched.’ That’s an opportunity right there. You should continue to focus on safety, political stability and all the mountains, lakes and forests. You are a relatively safe haven with all those beautiful backdrops for selfies,” she said.

Jonathan Potts, executive director of marketing and communications for Tourism Saskatchewan, makes no apologies for the lack of mountains in the province and said the unpopularity of Trump is just another reason why many Americans are crossing the border and many Canadians are not. “It’s one more factor that makes Canada and Saskatchewan desirable destinations. I don’t think there has ever been a presidency that has had this effect (on tourism) or a political decision (the travel ban) that has impacted people’s perceptions like they have been now,” he said.

Just how much tourism in Saskatchewan could grow remains to be seen but it’s already a $2.1-billion industry employing 65,000 people either directly or indirectly, which is more than 10 per cent of the province’s working population. A strong U.S. economy plays a significant role in attracting big-spending anglers and hunters to camps in northern Saskatchewan, Potts said. “They’re motivated by their own consumer confidence and how their pocketbooks are looking. Most of the outfitters, the fishing and hunting camps, price in American dollars. Whether the (Canadian dollar) goes up or down, to an American, it looks the same,” he said.

The U.S. tourism industry is far from reaching the panic stage where it’s having to offer smoking-hot deals to entice Canadians over the 49th parallel, but Sileo said many players are concerned nonetheless. “They’re trying to turn the perceptions around. It’s not just that (travellers) don’t like the (Trump) administration, but (people are afraid) of guns, too. We just have to make it not any more difficult for travellers to come here,” she said.
DID YOU KNOW TOURISM IS A MAJOR CONTRIBUTOR TO SASKATCHEWAN’S ECONOMY?

- **$2.15 BILLION**
  
  The sector contributes more than $2.15 billion in total traveller expenditures annually to our economy.

- **12.2 MILLION**
  
  There are more than 12.2 million visits annually to and within Saskatchewan.

- **65,000**
  
  Nearly 65,000 Saskatchewan citizens—almost 10 per cent of the working population—are employed in tourism and tourism-related jobs.
Tourism fosters entrepreneurship. 95 per cent of tourism and tourism-related businesses are small- or medium-sized companies and many are independently owned and operated.

There are 3,200 attractions, events and tourism-related businesses in Saskatchewan.

According to the Tourism Industry Association of Canada, tourism generates $90 billion annually in total economic activity and offers 1.7 million jobs.
Most of us know that Saskatchewan is the world’s richest and largest uranium jurisdiction. But did you know that Rare Earth Elements (REEs) are often found within uranium deposits, making Saskatchewan rich in other elements few of us have even heard of. While these REEs carry significant financial potential, there is currently no economical way to extract them from the uranium, sending these valuable minerals into the tailings ponds and disposing of significant potential value to mining companies and the Saskatchewan economy.

So, what are Rare Earth Elements?

Despite their name, REEs are neither rare nor earths. Some are more abundant than copper, lead, gold and platinum. However, they typically occur in relatively low concentrations so their recovery is not economical.

Although often required in small quantities, REEs have a wide range of applications, including use in hybrid and electric cars, fluorescent lights, plasma screens, portable computers, hand-held electronic devices, wind power generators, permanent magnets, batteries and medical devices. REEs can also have important defense applications, such as jet fighter engines, missile guidance systems, anti-missile defense systems, space-based satellites and communication systems.

Because of this, demand and value for REEs has increased significantly over the past number of years, especially for the heavy kinds. This bodes well for Saskatchewan, as uranium deposits typically have a higher ratio of heavy REEs than most other types of mineral deposits. In fact, around 85 per cent of the REEs in Saskatchewan’s high-grade uranium deposits are thought to be of the heavy kind.
Currently, China produces over 95 per cent of the world’s REEs and supplies about 97 per cent of the world’s demand. However, over the last decade, China has been exporting less. A shortage of some critical REEs is expected due to the discrepancy between the abundance in deposits and the demand from the market. REE recovery and separation from secondary resources can balance the shortfall in a cost-effective way.

**What’s being done here in Saskatchewan?**

The extraction of REEs from uranium deposits in Saskatchewan has never been looked at seriously as a viable option before due to the fact that there is no cost-effective recovery technology developed for it. The Saskatchewan Research Council (SRC), however, has years of expertise in the development and commercialization of complete REE recovery and separation technologies in Canada. One of its newest developments is the design and commissioning of a heavy REE separation pilot plant that has been developed for this exact purpose.

As mines in Saskatchewan process their own uranium, a solution is left that contains REEs and a number of impurities. This mixture is what is typically sent to tailings ponds. SRC is working to develop technologies that would extract the REEs right at the mine site and then separate them into their individual elements (they are of higher value in this separated form).

SRC is currently developing novel recovery technology, that will extract the RREs directly from the uranium bi-product solution. SRC expects to complete the research and testing required for this within the next year.

SRC developed the individual REE separation technology, over the past three years at its in-house pilot plant. The plant uses many stages of solvent extraction to produce high purity individual heavy REEs from uranium and other primary and secondary resources where applicable. In the future, there may be an opportunity for one central facility that would handle RRE separation for all the mining companies in Saskatchewan as it may not be practical to build a plant at each site. Some areas in Europe already make use of these types of shared separation facilities for typical REE deposits. However, this type of facility for uranium deposits specifically would be a first in the world.

The challenge for SRC going forward is to make these technologies as cost-effective as possible for mining companies and to make the process as simple as possible without impacting current uranium processing at the mine sites.

**What are the benefits?**

Recovering these REEs from uranium mines in Saskatchewan truly has the potential to create significant economic benefits for both mining companies and the people of Saskatchewan. Once the technologies are complete, they will create a way for mining companies to create a secondary product and increase their revenues, create security for the technology industry, reduce the shortage of heavy REEs in the market and even benefit the environment by removing elements that would otherwise remain in mill tailings. Seems like a win-win for everyone involved.
As Bryan Richards looks out at the 1,800-acre expanse of the Global Transportation Hub (GTH), he sees progress. It’s visible in the massive CP Rail intermodal rail facility; in the 1-million-square foot Loblaw distribution centre; in the web of custom-designed roadways that connect transportation companies to GTH tenants and the interprovincial highway system, including the soon-to-be-completed Regina Bypass.

Significantly, it’s also visible in the growing list of companies establishing a presence at the GTH, recognizing the facility as a key portal to trade and transportation opportunities across Western Canada and around the world.

“The GTH is unique in Saskatchewan; a concept built on the understanding that trade is fundamental to our economy,” says Richards. “This province has what the world needs – particularly in food, fuel and fertilizer. But we also have innovation and manufacturing. We have ideas and the space to see them grow. We are crossing an important threshold, with more companies exploring ways the GTH can play a role in their importing or exporting growth.”

Richards compares the GTH to a “modern-day trading post” – a central location that brings together established businesses and entrepreneurs who see value in connecting to bigger markets.

“Our province and our country are built on trade,” he explains. “This is like the trading posts that made growth possible over a century ago. It’s a central location where we can move goods and create synergies for business to grow.”

A UNIQUE OPPORTUNITY

Unlike many business parks and inland ports, the GTH is a self-regulating facility – an independent operating entity with its own bylaws and governing structure. Companies exploring development at the GTH deal with a single entity focused on delivering a streamlined, cost-efficient process without with multiple layers of government.

“If a business is thinking about how they can better access markets, need more space or better links to transportation, the GTH can help from the very start,” says Rhonda Ekstrom, Vice President, Business Development for the GTH. “Get in touch with us at the idea stage because we can help guide you through the entire process. The sooner we’re involved, the better we can tailor the right solution.”

Ekstrom draws on her own experience in international business to shape the GTH’s approach to development. She describes the GTH team as providing interested businesses with “concierge service,” providing on-the-ground knowledge to facilitate growth.
We see tremendous opportunities to build trading partnerships with Asia, but there are challenges – language, culture, regulatory processes, travel,” says Ekstrom. “We try to eliminate those hurdles. With our “single-desk” approach, it takes one call to the GTH. We connect to our networks – government agencies, trade organizations, local business groups, whoever we need to help open a door or make it easier for a Saskatchewan company looking abroad or foreign companies interested in Saskatchewan.”

The GTH is Saskatchewan’s only designated Foreign Trade Zone (FTZ), an important advantage for manufacturers interested in the North American market. International companies can access Canada’s duty and tax relief programs by shipping goods to an FTZ, deferring duties and taxes and preserving cash flow until those goods are shipped to market.

In 2017, Brightenview Development International Inc. broke ground on a trade complex that is expected to attract a number of Asian manufacturers looking for a central location to enter the North American market.

“The opportunity at the GTH was a perfect fit for our business development vision for Saskatchewan,” said Brightenview’s Chief Executive Officer Joe Zhou at the announcement. “In addition to the appealing infrastructure and logistical support, the GTH’s recent designation as a Foreign Trade Zone (FTZ) point in Canada, is a critical value offering to complete our business model.”

BUILDING ON A STABLE FOUNDATION
Created in 2009, the GTH has spent the ensuing years putting in place the foundation for growth. With CP Rail and Loblaw as its initial cornerstone tenants, the GTH has created a world-class logistics park that is designed to create synergies between manufacturers, rail and transport companies and support services that ensure the smooth movement of goods.

Loblaw was the first company to join after assessing the GTH’s excellent transportation connections for Western Canada. Faced with aging warehouses, Loblaw saw the benefit of centralizing its warehousing in a location with access to modern rail infrastructure and convenient trucking from the West Coast to Northern Ontario.

“Because of our location and access to rail, Loblaw was able to centralize their distribution system and better manage their supply chain for 250 locations,” explains Ekstrom.
The CP Rail intermodal facility completed in early 2013 opens the door to a broader transportation network, providing convenient access to seaport facilities on Canada’s west and east coasts.

Other transport companies recognized the GTH’s potential as a logistics hub. Consolidated FastFrate offers cross-dock and less-than-load transportation solutions from the GTH to major Canadian cities. Future Transfer is a specialist in third-party logistics, warehousing, packaging and distribution services. Slinkemo Enterprises is the go-to for container storage, drayage, transport, maintenance and handling services.

“Because of the strategic mix of tenants, we offer greater synergy as companies can use existing tenants’ services right onsite,” says Richards. “With our location and our services, plus the services offered by GTH tenants, we’re the place for business and industry to reach the world, and bring the world here. No matter your needs, we can make your business more dynamic and competitive and better equipped for the global marketplace.”

**FAST FACTS**

**PRIVATE INVESTMENT**
$485 million

**IMPORT/EXPORT CAPACITY**
4,800 weekly truck movements

**EMPLOYMENT**
860 full time jobs & 1804 construction jobs

**TAXES**
$17 million incremental diesel fuel tax
$15.2 million provincial personal income tax

**GTH COMMUNITY**
12 clients

**WHAT MAKES US SO UNIQUE**
Only FTZ in Saskatchewan
Only self-governing authority in North America

**CLIENT COMMENTS**

“At the GTH, you don’t have that bureaucracy. You’re dealing with one governing authority. We’re a long term player in terms of own real estate and with the resources and growth potential here, why wouldn’t we want to invest in the GTH? It’s good to feel that you are ahead of the curve.”
- Margaret Knowles, Senior VP, Morguard Investments

“The GTH has created new opportunities for a lot of Saskatchewan companies, and will only continue to flourish.”
- Sterling Hornoi, owner, Sterling Truck & Trailer Sales

“Relocating our business to the GTH puts us in the middle of Saskatchewan’s largest transportation hub and better able to serve those involved in the container business. We are excited to be able to operate our business and be part of the growth at the GTH.”
- Al Ackerman - Owner, Slinkemo Enterprises
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PROFESSIONAL PERSPECTIVES: CONSIDERATIONS ON SOLE PROPRIETORSHIP AND INCORPORATION FOR SMALL BUSINESS

BY CHRISTOPHER PORTER

Spring, summer and autumn are exciting seasons in Saskatchewan. Vacationers, like the rest of nature, enjoy summering in the agreeable climes of the north. Locals seize the opportunity to get outside once again (though I am personally a hearty advocate for winter activities too)! Either way, there are business opportunities to be had in the tourism and hospitality sector. For those looking to monetize a good idea, it is helpful to give some thought to the business form to be employed. This brief article sets out a number of benefits to sole proprietorships as a business form for small businesses.

The pursuit of a business adventure necessitates selection of business form. Often enough, the corporate form comes to mind. Entrepreneurs can incorporate under local business corporation law or federal corporate law, depending largely on preference. There are many good reasons for seeking incorporation. Clients often desire to incorporate their business in order to benefit from protections against personal liability. This is because legislation provides corporations distinct legal personality, separate from the shareholders and directors. Other reasons clients desire incorporation are to take advantage of income-splitting possibilities, such as paying dividends to spouses in tax-efficient manners, or to encourage investment. For small businesses, however, these benefits are not always immediately available, and there might be potential drawbacks.

For instance, a number of circumstances arise where small business owners are compelled to pledge their own personal liability notwithstanding their business has incorporated. One example is conventional financing. Banks often seek personal guarantees from principals in order to comfortably extend credit. Another example is commercial leasing. Often, landlords will require personal indemnities from principals of small businesses prior to making leased premises available. Major suppliers also occasionally request personal guarantees from the principal of a small business prior to extending product on credit. Each of
these examples cause principals to expose themselves to personal liability to significant creditors in the small business sector, even though the business has incorporated.

In addition, directors of corporations, who are typically principals of the business, can bear personal liability towards the Canada Revenue Agency for certain tax obligations of the corporation. Directors can also find themselves personally liable for employee wages as well as environmental liabilities of corporations, in certain scenarios.

As a rule, corporations do protect shareholders and directors from exposure to personal liability for ordinary course business activities and contracts. But even here, many risks incurred in ordinary course business can often be hedged with commercial insurance, whether the business is incorporated or not.

From a basic taxation perspective, small businesses typically incur many expenses and sometimes minimal income at the start. Consider analyzing your business plan to compare your personal income under a corporate scenario versus a sole proprietor scenario after taxes and fees. While the income of Canadian-controlled private corporations is taxed at a lower rate than personal tax rates, funds held at the corporate level are not available for personal use, such as costs of living. In order to access profit held by the corporation, a dividend must be paid, upon which personal income tax is generally payable. It may be advantageous to incur the expenses of the small business at the personal level to be able to benefit from corresponding deductions.

Incorporation also introduces a certain level of administration, in terms of time and cost. Taxes, corporate filings pursuant to applicable legislation and compliance with corporate governance documents are some prominent examples of this administration. There are many good professionals who can assist with this administration, but those services can be expensive, relative to start-up costs.

Small business owners may wish to consider deploying new business ideas under sole proprietorships, migrating to the corporation form once marketability is proven. The Income Tax Act permits the roll-over of assets from sole proprietorships to corporations on a tax-deferred basis, provided certain conditions are met. These provisions permit the sale of the assets without the immediate obligation to pay tax on the increase in value as would otherwise be the case. At this stage, the benefits of incorporation may be better appreciated.

McKercher LLP prides itself on its local knowledge and experience. A number of the lawyers operate or have operated businesses and understand the associated considerations. The Firm has recently developed an Entrepreneur Group to better respond to the needs of our clients. You can find more information about us and this Group online at www.mckercher.ca/entrepreneurlaw. Do not hesitate to contact us with questions. We are here to help you be successful.
7shifts is hiring.

Company CEO Jordan Boesch learned about the difficulties in scheduling employees from watching his father run the family business. In 2008, he started on a pet project to help manage that task. Teaching himself the programming required to build a very spartan piece of software, he intended to help his father save time and stress in an industry that is full of both. That idea would eventually grow into a thriving Saskatchewan tech company, 7shifts.

“We made it to over 30 employees before we had our first employee leave,” says Marketing Lead, Chris De Jong. That kind of retention says a lot about the company, and that kind of growth is very attractive.

“Everyone is very comfortable here, empowered to talk to each other and work to solve problems,” says De Jong. Boesch agrees. “We work hard, we play hard—everyone here has value, and we’re working hard to scale that corporate culture as the company grows,” he says.
What started as a side project grew into a three-person company in Saskatoon, and then took a daring leap when Boesch was accepted to an accelerator in Silicon Valley. Pulling up stakes and immersing the company in the Bay Area vibe took things to a whole new level. It gave Boesch access to experience and opportunities that simply weren't available in Saskatchewan.

The leap of faith paid off and the company will be adding six more employees in July, bringing the total close to forty now across two offices. The company made a strategic decision to open a second office in Toronto, because despite their gains in Saskatchewan, the larger city is still simply more recognizable to American investors and a hub of opportunity in its own right. While building corporate bridges from Regina to Toronto and Silicon Valley—they have remained true to their Saskatchewan roots.

The process has been anything but smooth, of course, but for the right kind of person the opportunities can be enticing. "It's tough," says De Jong, "but the potential for a software person to do the best work of their career is very real in a company this size." Working with a company in the rapid growth stage comes with a hard grind—but 7shifts feels that in the engineering sector especially, graduates seem to be seeking that opportunity as opposed to the more traditional roles in established organizations. Roles with those companies might offer security, but can also come with clearly defined limits on advancement.

As 7shifts grows, they're doing what comes naturally to Saskatchewan businesses: helping out their community. Having recognized that the single biggest thing to move them forward was exposure to the kind of experience you only get in places like Silicon Valley, Jordan and his team have been actively trying to promote that exposure. 7shifts has been instrumental in helping to grow the tech community in Saskatoon, bringing in talent and mentors, and encouraging the highly skilled and hard working Saskatchewan people to go experience what cities like Toronto, Montreal and San Francisco have to offer, but also working to ensure there is a reason to return with that knowledge and experience.

Acknowledging that there are incredible people right here at home, Boesch does say there are experiences abroad you simply can't get here that are critical for the growth of a company like 7shifts. "Go to the knowledge," he says. "Learn. Bring it back."

That advice and the company culture of learning and giving back, has allowed the company to grow from a pet project to a thriving tech company of nearly 40 people working with great restaurants and pubs locally and nationwide. You will see 7shifts in use by managers and employees to handle scheduling in local restaurants like Leopold's Tavern, O'Shea’s Irish Pub, The Hose & Hydrant Brew Pub and Victoria’s Tavern in Regina—some recognizable names among a growing and distinguished list of clientele.

When asked what his favourite restaurant was, CEO Jordan Boesch laughingly said there was no way to pick a favourite—but he would admit that one perk of the job is that they can enjoy great local food and drink while getting direct feedback from their clients. This connection with their customers has allowed them to continue expanding at their frenetic pace. When asked what was next for the company, Boesch highlighted their plans for continued growth, and wanted to be sure he was quoted on an important point: "Don't forget—we’re hiring."
You've probably heard that Airbnb is the world's largest accommodation provider—yet owns no real estate. A TechCrunch article by Tom Goodwin made the rounds on social media in 2015, pointing out the 'disruptive' change that Airbnb has had on the accommodation industry.

Airbnb has grown around the world and Saskatchewan has embraced the technology. There are well over 300 hosts in Saskatchewan, mostly concentrated in the major centres but small towns and cabins near provincial parks are there too. It's not a surprise that Saskatchewan has joined an app that opens your home to travelling strangers. After all, strangers are just friends you haven't met yet.

That's the case for one Airbnb host couple. "The shared economy model made sense to us," says L. who requested anonymity, "Airbnb has connected us to families from India, China, Iran and Dubai in our first year of operation." While investigating the site to determine if it was safe for their grown daughter to use, they decided it might provide extra income and connect them to a global community. They haven't looked back since.

"It's so easy," continues L, "I love that we don't have to chase people for money. There's been no theft, no vandalism and we've never been stiffed." While the couple admit they are not the most tech savvy, they were able to sign up in minutes, were operational immediately—and saw results within days. Their first year as hosts introduced them to several families and created deep friendships. For safety and comfort, guests and hosts rate one another. There's obviously a huge range of hosts—but this couple personifies the Airbnb experience. They act as ambassadors to their community, and provide a high level of service at an affordable price.

Obviously not every Airbnb host provides that level of professionalism—the app allows virtually anyone to set up shop. The simplicity and popularity of Airbnb has definitely had a negative impact on traditional Bed & Breakfasts. "Competition brings out the best, as long as people are all playing by the same rules," says Rick Urbanski, owner of Dragon's Nest Bed & Breakfast in Regina. The beautiful home in Regina's Cathedral area has hosted guests since 2004. They take pride in their reputation and the guest relationships they have developed over the years. They have also taken great pains to ensure their business is running in accordance with the city bylaws.
Rick and many other Bed & Breakfast owners face a choice: adhere to the costly rules, taxes, fees, inspections and maintenance—or join Airbnb to level the playing field. Bed & Breakfasts don’t want to cut corners on safety, quality of service, courtesy to their neighbours and the professionalism of their business. However, the technology has outpaced regulations. It’s a hard time to own a traditional Bed & Breakfast.

“There’s been a large increase in room supply, and Airbnb rentals are in demand. People love them, and we need to deal with that and frame the conversation moving forward,” says Todd Brandt, President and CEO at Tourism Saskatoon.

“There are major concerns of course: licensing, revenue reporting - are they operating as a proper business?” says Brandt. “Safety is a major concern in some areas. People who live in an apartment with secure access and are renting out units in that building—there’s a perceived risk to their neighbours. Some places an Airbnb makes sense and in some places, there are definitely concerns.”

Tourism Saskatoon works closely with their largest client, the accommodation industry. The addition of over 300 accommodation spots in Saskatoon alone—ranging from couch surfing to complete houses for rent—without regulation changes has been a concern. Worldwide, municipalities are trying to catch up with the technology.

“There’s a process underway in Saskatoon, to try and get a handle on this — things are all over the map,” says Brandt, referring to licensing and regulations. He says they’re seeing the impact on Bed & Breakfasts—with many of them closing their doors. It is possible they are seeking the lower cost and less scrutiny of being an Airbnb host. Brandt agrees that intuitively, spending patterns will shift. Less spent on accommodation means more dollars available for retail, recreation, food and beverage. People who book online accommodation will likely also be online looking for food, drink and entertainment options. That is good for tourism.

There are definitely concerns about the safety and regulation of the industry. However, consumers have spoken. They’re willing to take on the risk and explore the new technology, and Tourism Saskatoon wants to be supportive of things that bring awareness—and visitors—to the city. Brandt echoes Rick Urbanski’s sentiments: “We want to make sure everyone is playing by the same rules.”

There is no doubt that Airbnb has changed the accommodation industry in Saskatchewan. What remains to be seen is how the industry and local governments deal with the change.
Franchising has long been a part of the fabric of Canadian business, with its roots going back to the 1930s. Canadian Tire started one of the first franchising opportunities back in 1934. By 1967, franchisors recognized the need for an association, and the Canadian Franchise Association was formed. Today, that association has more than 600 corporate members offering franchising opportunities for franchisors and franchisees across the country. Franchising offers established and new entrepreneurs a way to join or expand a successful business model, and we have to look no further than our own backyard to see how it's working here in Saskatchewan.

Stu Rathwell, founder and co-owner at Rock Creek Franchises Inc., began the foray into franchising Rock Creek Tap & Grill in 2011. “We opened our first location in Regina’s east end in 2006, and five years later we opted for a franchise to expand into Saskatoon in July 2011,” says Rathwell. “We took a cautious approach when we moved toward the franchising model.” Rathwell and the Rock Creek management team were approached to franchise their brand, and had to build their system from the ground up. They had to ensure that the Rock Creek dining experience could be replicated from every angle—from the menu to the service and everything in between. “Our concern was ensuring that we could take what we had successfully achieved in the Regina market and duplicate it in another location,” says Rathwell. “And, we had to make sure that not only would the opening go well, but that the new restaurant could maintain what we had created originally.”

It would take 14 months from start to finish to build to the first franchise location in Saskatoon. The company now has eight locations in Saskatchewan and Alberta, with the most recent in the new Mosaic Stadium. They have also started a new restaurant brand, Rock Wood Urban Grill, with its first location opening in Winnipeg last October. Their expansion over the past six years has been impressive through Rock Creek’s careful planning. “Three years ago, we contemplated a move into the Calgary market,” says Rathwell. “While we could have proceeded with an interested group, we realized it was not the right time for economic reasons. While some franchisors would have pushed ahead anyway, we decided it would not be good for our brand. It’s just not in us to set up when the possibility of failure is very real.”
Rathwell has advice for entrepreneurs considering expanding their business through franchising. First, it’s critical to have your business systems in place and working well. “Your business has to be firing on all cylinders,” says Rathwell. “Your menu, your training procedures, your staff guidelines, your operational tools — everything needs to be ready for your franchisee to pick up and run with.” In addition, the franchisee needs to understand exactly what they are taking on. The level of dedication required to running a business — especially in the hospitality industry — is staggering. “We’re not fans of ‘arms-length’ ownership. We believe franchises are more successful with an owner-operator because of the hands-on management required,” says Rathwell. “Anyone buying your franchise should be well aware that being an entrepreneur is not an 8 to 5, Monday to Friday job.” Lastly, Rathwell advises that franchisors maintain an open-door policy for franchisees. “We encourage all of our franchisees to come to us about any concerns or ideas they have about the business,” says Rathwell. “We all do better working together.”

Darcy Furber is on the other side of the franchising coin. He owns Regina’s Cora Breakfast and Lunch location in the city’s Harbour Landing neighbourhood. Furber was looking for a business opportunity after leaving politics and explored many options before settling on a Cora franchise. “I explored a few different businesses, including a local gravel company, an A&W franchise and I even applied to Fuddruckers,” says Furber. “I was looking for something that I could own and operate myself because I wasn’t interested in being in a consortium.” Furber was approved by Fuddruckers, but stopped the process because he wasn’t prepared to take on five locations as was the requirement at the time. “Building five locations was too much for me, and I decided to pass. I had happened upon a Cora in Calgary during my search, was impressed with what I saw, and I called them the next day,” says Furber.

As luck would have it, Cora was looking to grow into Regina. It took about 14 months from the first call until the opening day in Regina. “The longest part of the process was finding the right location,” says Furber. “We found it in Grasslands.” Furber echoes the same advice as Stu Rathwell about hands-on management and knowing what the day-to-day operation of a business takes.
realistic about your workload, a franchise can be a great way to make your mark in business."

Lisa MacMurchy contemplates franchising as she grows Brewed Awakening, a Regina-based chain of coffee shops. So far, the company's growth has been through corporate owned stores but franchising the Brewed Awakening brand is a possibility on the horizon. Brewed Awakening got its start with its first location on Regina's Woodhams Drive. "We recognized the need for a coffee shop in the area, and we put a spin on what coffee shops have traditionally offered," says MacMurchy. "We focused our menu on many healthy options, including vegan and gluten free that are prepared in our own kitchen."

The Brewed Awakening brand took off, and their first expansion came to them from a new hotel being built in Regina's Harbour Landing. "The hotel approached us, and it was a great way for us to test our growth in a new marketplace," says MacMurchy. That expansion was successful and has led to several new locations including at Campion College on the University of Regina campus, and the purchase of what Lisa calls the "mother ship." "We bought the former Orange Boot Bakery in Regina's south end, and that location prepares all the food we serve at our locations across the city," says MacMurchy. "That move ensures customers receive the same quality food no matter what Brewed Awakening they visit, and allows us to cater as well."

At the moment, Brewed Awakening's growth has happened one store at a time—all owned by MacMurchy, her husband Ken MacMurchy, Stephen McIntosh and Chef Linda Little. "Right now, we’re local to Regina and our model works well here," says MacMurchy. "However, we have been approached to expand to Saskatoon and Swift Current and even outside the province." While MacMurchy would love to take the Brewed Awakening experience wherever the market opportunity exists, she is like Stu Rathwell—determined to make sure expansion is cautious and very well-planned. "It's all down to the right fit, and being able to lift out our model elsewhere successfully," she adds.

MacMurchy shares the same opinions as Stu Rathwell and Darcy Furber about getting into or expanding a business, especially in the hospitality industry. "I can't stress enough that you have to know what you're taking on," says MacMurchy. "It's long hours, a significant investment and also, your family has to be on board." To MacMurchy, starting and growing Brewed Awakening has been like raising a child. "It's a 24 hour, 7 day a week commitment for years, just like having a baby," says MacMurchy. "There are days where I wonder if I had to do it all over again, would I? And this comes from someone who had literally years of restaurant and marketing experience before getting into business."

Despite the warnings about the commitments required for a business in hospitality, Rathwell, Furber and MacMurchy have all come out the other side as successful entrepreneurs doing what they love to do. Each have created a thriving venture in Saskatchewan and all are growing well despite some tougher economic times. It all came down to their ability to plan well, take careful risks and create businesses that others want to be a part of. "There are many, many opportunities in hospitality out there, or waiting to be created," says Rathwell. "It's just a matter of knowing whether you have the right stuff to make it work." 

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In my 26 years of working with privately-held small and medium businesses in 51 different industries, often the biggest obstacle to revenue growth isn’t marketing, sales, or courage. It’s capacity.

How could you double capacity in your business?

A manufacturing company that I worked with outsourced a complex part of their manufacturing process to a much larger, more sophisticated manufacturing company who had all the fancy equipment and processes that turned this time-consuming process into an easy one. They doubled their revenues because they could produce more and sell more.

Proactive
What’s your P/R ratio? This is the ratio of your proactive time vs. reactive time spent running your business. Are your sales people reacting to inbound phone calls and emails? Or, are they strategically visiting your best customers and proactively offering high value products and services that help to increase your customers’ results?
Another opportunity to be proactive is to follow up on old and open quotes. I once sat in a sales manager’s office and we added up the drawer full of old quotes. They exceeded last year’s sales! How much gold is sitting in your old quotes drawer?

Value Pricing
Many businesses set their fees by the hour, or whatever their industry dictates. However, if you establish the value of your work based on the economic value and results you create for your customers, you can charge more. That’s the essence of strategy: to understand your economic impact on others.

If you know that you save your customers money by increasing their uptime or operating efficiency, and you can back that up with solid numbers, then you will have a business case for charging more, since you’re worth more. We all know what we pay for. Are you charging what you’re worth? Do you know what you’re worth?

EMW Industrial Ltd. – A Saskatchewan Success Story
Ewen and his wife Shirley Morrison founded EMW (www.emw.ca) a few decades ago to repair grain elevators. In fact, EMW stands for Ewen Morrison Welding. From humble beginnings, EMW is a safety-award-winning company that has grown to over 350 employees located across western Canada and a subsidiary in the United States. They just opened a new head office in Saltcoats, SK.

The company focuses on reliability-based maintenance for the agriculture, mining, and material handling industries. EMW has grown based on their values, according to Ewen, “We take care of our employees and they take care of our customers. Our core value is safety and we strive to make sure everyone gets home safely at night to their families.”

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- Support And Service For All Rentals
- And Cleaner Skylines
The Saskatchewan Construction Safety Association (SCSA) and the Regina & District Chamber of Commerce (R&DCC) were proud to host a Leadership in Safety Luncheon, featuring Kavis Reed – former assistant coach for the Saskatchewan Roughriders and the new General Manager for the Montreal Alouettes – at the Travelodge Hotel in Regina on February 9, 2017.

Following the luncheon, Reed facilitated a complimentary Executive Leadership Development session for SCSA members followed by a Q&A period. Reed shared his unique perspective on teamwork, based on the principles of “ICE” (Intellectual, Communal, and Emotional) Leadership and “ZERO TO TEAM” – the making of high-performance teams.

“We were fortunate to have such an influential leader grant us insight on what it takes to develop and maintain strong leadership – a crucial component to driving safety culture in any type of organization, says Collin Pullar, president of the SCSA.

“Whether you’re managing a football team, supervising workers on a construction site, or in any other type of work environment, safety is paramount to getting the job done and making sure everyone goes home safely,” added Pullar.

John Hopkins, CEO of the R&DCC, agrees. “Leadership, especially in regard to safety, plays such an important role in strengthening our communities, our businesses, and our local economy. We hope everyone walked away with

**Coach Reed’s Tips on Leadership**

- The success of a group depends upon the effectiveness of the people in leadership
- All leaders are duty bound to be attentive to the needs and concerns of their people
- Trust provides the people it serves with the confidence that their welfare is held in the highest regard
- You have to empower people – send down the vision. Make sure the message is clear and trust your team to keep it unchanged
- Have well-defined roles and ensure people are comfortable in those roles. Don’t limit growth and expansion, but do emphasize the importance of everyone functioning optimally as a member of the team
- Efficiency leads to success. Ensure no one steps outside the scope of their role and is the best they can be within that role
- Trust-centred leadership nurtures the Intellectual, Communal, and Emotional ("ICE") Leadership aspects of a team
- Service and caring are the driving forces to a happy, productive, and successful team

The SCSA and the R&DCC co-host the Safety in Leadership Luncheon featuring Kavis Reed at the Travelodge Hotel in Regina on February 9, 2017 (L-R: Kavis Reed, Montreal Alouettes General Manager; John Hopkins, R&DCC CEO; Collin Pullar, SCSA President)
a better sense of how to be a safety leader in each of their organizations and spheres of influence."

Growing up in his birthplace of South Carolina, many of Reed’s uncles worked in construction, exposing him to the importance of a strong team environment in the industry, which he readily translated to the football field.

“The most important thing I observed is how everyone relies on each other to do their particular part in an effective and safe manner so not only the job gets done properly, but also so everyone gets to go home safely,” says Reed.

There was an incident Reed vividly recalls when his uncles came home severely distraught due to one of their crew members being injured on the job.

“It was all because someone on the team did not adhere to the things they should have adhered to, took a shortcut, and that shortcut didn’t allow the team to be successful. . . In any team, you rely on people to execute their assignment and execute their job in a safe manner so that everyone enjoys the outcome.”

During his football playing years as a defensive back for the Edmonton Eskimos (1995-99), Reed reached several milestones, including playing in the 1996 ‘Snow Bowl’ Grey Cup in Hamilton, and being named CFL All-Star in 1997. Unfortunately, his playing career was concluded two years later after suffering a severe neck injury.

“My career ended because the rules weren’t followed . . . rules are in place for a particular reason, but things happen. It is what happens after that – how can I, and how can those people involved, make it better for others.”

Although he would never play again professionally, Reed was able to stay in the game as a CFL coach to nearly every team in the league over the years, including the Toronto Argonauts (2001), Ottawa Renegades (2002-03), Hamilton Tiger-Cats (2004-06), Saskatchewan Roughriders (2009), Winnipeg Blue Bombers (2010), Edmonton Eskimos (2011-13), and now as the General Manager for the Montreal Alouettes.

Taking what he’s learned from his personal experiences on and off the field, Reed is now a major advocate for safety as a CFL Rules Committee member. His goal is to ensure all players are operating in a safe environment so fans are able to enjoy watching them in action for as long as possible. For Reed, certain injuries are testimonies that have improved the game significantly.

“There’s no compromise when it comes to people’s safety. There’s no compromise when it comes to ethical standards, and if you have that zero-compromise mentality, I truly believe you are going to have an environment that sooner or later starts to morph into that kind of environment, and your job, your execution, becomes that much easier.”

“Everything from proper equipment inspections, proper tackling, and other critical techniques to make certain people are doing things fundamentally correct,” Reed continues. “Everything that we do is all about player safety. That is one thing that we will not compromise.”

Pullar argues that habits dictate the future, whether they are good or bad, and the more that habits are acquired in doing things methodically and safely, the more it becomes second nature. “When you do it frequently enough, it becomes a part of who you are and gives you the strength to resist those
compromising moments. . . as you build your habits, those things that ‘come out of character’ become less frequent.”

Although both Pullar and Reed agree that it is important for leaders to invest in people emotionally and make sure they are comfortable and operate safely in the environment being established, they also note that emotions can at times override the techniques and habits put in place to ensure safety is upheld; negatively impacting the overall performance of the team.

“You try to educate guys as much as you possibly can before games and you constantly and repetitively drive it home that everyone wants to go home as safely as possible . . . not allowing our adrenaline to take over and force us to step outside the boundaries of the rules,” says Reed.

“Wanting to get the job done quickly and get it to the customer as fast as we can is sometimes driven by a set of emotions, and we need to be, as leaders, stable enough and practice stability so we are not trying to do things at a frenetic pace – such that we start risking quality, we start risking safety, and we start risking the overall performance of the business,” says Pullar.

“We all get to enjoy the beauty of people’s hand in the construction industry, but we all want them to enjoy it as well. We want them to see the completion of their projects, and be able to exhale and know that they’ve done it safely,” adds Reed.

Aside from safety, Reed is also very passionate about his advocacy for developing and maintaining strong leadership, calling it the core of every entity, whether it be family, business, academic or other types of environments.

“I’m a fervent believer that we can do things the right way and we just need people to champion those things . . . If there are issues or there are concerns or problems, it usually traces back to problems with leadership. You look at the leadership structure to tell you whether or not it’s a healthy environment,” Reed argues.

According to Pullar, the construction industry has issues with safety, but the bigger challenge is with regard to leadership. He continues to share this message with business owners, supervisors, financial investors, academic professionals, and workers throughout the province, in an effort to improve safety culture on Saskatchewan worksites, and in turn, improve the success of businesses and the overall satisfaction of consumers.

“If you control your risk, control the avoidable losses, your likelihood of success goes so much higher. Your likelihood of having a good product – whether it be on a playing field or on a construction site –you are more likely to have fewer errors and a much higher probability of having your customers happy with what they receive. They can see the quality in it. The evidence is there,” says Pullar.

Like Pullar, Reed also attributes efficiency to success, and claims that having well-defined roles, and ensuring every member stays active and optimally efficient within the scope of their roles, is crucial to achieving and maintaining that success.

“Leadership is not about being popular. It is about being fair and doing things the right way. You have to stand on your soap box to make certain that things are done right. That’s your only job – if you have that as your compass, I think you are going to be an effective leader.”

Reed lives in Edmonton during the off-season with his wife Darlene and their two children, Tyra and Tarik. He maintains a close friendship with Pullar as they both advocate very passionately about the importance of safety, leadership, and the linkages between the two for yielding high-performance environments and business success.

To view a full recording of Kavis Reed’s keynote presentations in Regina on “ICE” Leadership and Zero-to-Team: The Making of High Performance teams, visit the Saskatchewan Construction Safety Association’s (SCSA) YouTube channel, available at www.scsaonline.ca.

Kavis Reed fits in an interview with CTV Regina before making his keynote presentations at the Safety in Leadership Luncheon co-hosted by R&DCC and the SCSA at the Travelodge Hotel in Regina on February 9, 2017 - Kavis Reed, Former Saskatchewan Roughriders’ Assistant Coach and current General Manager for the Montreal Alouettes.
PROFESSIONAL PERSPECTIVES:
INDUSTRIAL SAFETY
PROACTIVE CONSULTING

HOW TO DETERMINE A COMPANY’S RETURN ON INVESTMENT FOR SAFETY TRAINING

When it comes to safety, you can never really put a price tag on it. However, every business owner and manager knows that keeping track of the bottom line determines success or failure. So how does an organization establish the benefits of the mostly intangible “better safety” against the tangible costs of training? Here are a few steps for companies to analyze the value that safety training brings to them:

1. CALCULATE THE TANGIBLE COSTS
Determining the cost of training is quite simple. To arrive at an accurate estimate, you should break it down by each employee and include the following:
   • What was the cost of the session per employee?
   • What is the salary of the employee?
   • Are there any external costs involved such as work hours for preparation for the session?
   • What is the cost of employee coverage while the training is being attended?

The importance of this step is to determine an accurate number for the costs per employee. These costs can then be combined to arrive at a total cost for the training if desired.

2. CALCULATE THE TANGIBLE BENEFITS
To accurately calculate the tangible benefits, data must be collected prior to the training session. This data can then be compared to the same metrics after the training is completed to determine if there is an improvement. Here are some examples:

FORKLIFT TRAINING
   • How many incidents have we had over a given period (last year) and what were the costs including investigation?
   • What damage have we experienced (bent racks, damaged doors, walls, equipment) and what were the costs for repair over the last 12 months?
   • What are our cycle times (loading/unloading trucks)?
   • What are our maintenance costs?

RIGGING TRAINING
   • How many incidents have we had over a given period (last year) and what were the costs including investigation?
   • What damage have we experienced (damaged loads, walls, trucks, trailers) and what were the costs for repair over the last 12 months?
   • What length of time are we spending rigging each load on average?
   • What are our rigging replacement costs annually?

3. WHAT IS YOUR ROI?
What is the financial benefit and workplace benefit versus costs? It is a difficult thing to determine performance increases and this is why it’s so important to keep track of all your metrics. If your metrics improve and this equates to more than the total cost of your training investment, then you are seeing a positive return on your investment.

To put it in mathematical terms:

Return on Investment = (Tangible benefit – Tangible Cost)/Tangible Cost x 100

For example, let’s take a forklift driver making $60,000 per year with a modest 5% improvement in productivity:

$3000 (productivity improvement) – $1600 (cost of training)/$1600 x 100 = 87.5% ROI

Don’t forget to add up all the tangible benefits that are tracked so your ROI is accurate!

Of course, there are other benefits to training that are not as easily measured. In order to assess the value of intangible benefits the following can be helpful:

1. DO AN IMMEDIATE SURVEY OF WORKERS ATTENDING SAFETY TRAINING.
   Document how the training impacted them—what they felt they learned and why it was important.

2. DO A SECOND SURVEY AFTER THREE TO SIX MONTHS.
   This gives the employer the opportunity to validate the initial responses from their workers.

3. ANALYZE THE RESPONSES.
   How do the initial responses stand up to the follow-up responses? Was there value that stood the test of time? Did workers feel what they learned had practical application in their jobs? Did it positively impact the quality of the workplace by reducing any safety incidents?

In summary, it is important to maintain accurate metrics that will reflect the associated costs and benefits of safety training; however, it is often the intangible benefits that provide an organization with the greatest improvements as it helps to create a culture where safety is important and the employees feel valued. When an employee attends training, make a point of sitting down with them and extracting what it meant for them. This approach alone will pay dividends.
On a Roughrider game day, Saskatchewan streets are paved in green. People and buildings are cloaked in the team colours. The highways into Regina stream with vehicles coming into the city for the game, the Mosaic stadium lights shine a beacon as the crowds converge. According to the Riders, over a half-million people take in each game in person or by listening on radio or watching live on television and online.

The build of the Riders’ home, the new Mosaic Stadium, was one of the most-watched building projects Saskatchewan has ever experienced. Starting in June 2014 with the removal of 300,000 cubic metres of soil, the project reached substantial completion in August 2016, twenty-six months and 1.95 million person hours of labour later. At the peak of construction, there were 630 workers on site. Despite the complexity of the project, heavy equipment, weather conditions and multiple contractors, PCL is proud to report the new Mosaic Stadium was completed as a Mission: Zero project. There were zero lost time incidents on the job (no injury that required time away from work beyond the day of the injury).

Mike Zurowski, Construction Manager for PCL Construction Management Inc., says “(Onsite) safety was driven by the
“We had 1500 employees who had a part to play in building that iconic building. Whether you’re a Rider fan or a construction worker or a Saskatchewan resident, all of us were proud our kids and grandkids will know we had a part in building it.”

*Mike Zurowski, Construction Manager, PCL Construction Management Inc*

The completed stadium holds 40,000 people and the events it will host will attract millions of tourist dollars in the decades to come, but the connection and attraction to the venue was evident onsite from the start of the project.

Zurowski and Anders Wheeler, District HSE Manager for PCL Regina District, say this local project and its emotional connection to the workers made the project special. The workers took distinct ownership of the project, knowing they were building a place that they and their families would come to for generations. “While they were building it, the guys talked about looking forward to seeing the first kick off in the stadium,” says Wheeler.

The pride onsite became even more apparent as the job reached completion. Zurowski recalls, “We had 1500 employees who had a part to play in building that iconic building. Whether you're a Rider fan or a construction worker or a Saskatchewan resident, all of us were proud our kids and grandkids will know we had a part in building it.”

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Saskatchewan Polytechnic is home to an important training ground for the next generation of Saskatchewan’s culinary masters. The Culinary Arts program, offered at the Saskatoon campus, is led by program head and long-time chef Derek Cotton and teaches students ‘a little bit of everything’ in the culinary world. “Our program is designed to prepare students with the core knowledge they need to work in the hospitality industry,” says Cotton. “Once they’re done their training with us, they’re ready to ‘be shaped’ by an experienced chef.”

The Culinary Arts diploma is a popular program at Sask Polytech with 150-200 would-be chefs applying for just 36 spots. Cotton has a theory on why the course is a favourite of Saskatchewan students. “I believe it’s because food is such an integral part of our lives,” says Cotton. “Food is a social thing. We catch up with our families over a meal at the end of day. We celebrate life’s milestones with a meal. We embrace one another during a hard time with a meal. It’s just part of the human condition.”
One of the unique parts of the program is the hands-on experience students get working in the community. Cotton is a believer in putting students out ‘in the field’ getting a taste of the culinary world with people working in the industry. Throughout the year, students are part of many food events around Saskatoon.

“For the past three years, we have been part of the Gold Medal Plates competition,” says Cotton. Gold Medal Plates, an annual fundraiser for the Canadian Olympic Foundation, brings chefs together to compete to become a gold, silver and bronze medal culinary team in their city, and win a spot in the Canadian Culinary Championships. “Our students support the Gold Medal Plates competition by creating the dessert for all the event guests,” says Cotton. “They also get work alongside some of the best culinary teams in the city, and make connections in the industry.” The event also provides fantastic experience for students off-site, getting practice in the catering field.

Students also spend time working at the Wintershines Warm your Heart Soup Cook-off. The event, partnered with the Heart and Stroke Foundation, pits local chefs and media professionals together to make a delicious and heart-healthy soup. “The public tries the soups on offer, and the proceeds go to charity,” says Cotton. “Again, it’s a great way for students to hone their skills and make connections.”

Cotton also gets his aspiring chefs into the Skills Canada Saskatchewan competition and SAPUTO National Junior Culinary Challenge. Both events give young chefs the chance to show off their talents and be judged by culinary professionals. Skills Canada and the SAPUTO Challenge are held in every province. Winners move on to national competitions, and face off against the top novice chefs in the country. “Both competitions are an excellent place for students to display their skills and start building their reputation in the culinary world,” says Cotton.

Cotton doesn’t see the Culinary Arts program losing its popularity any time soon. “Food and cooking is just part of our lives,” says Cotton. “It’s a rewarding career with plenty of opportunity in so many parts of our community.” There are opportunities in everything from running a kitchen for a mining operation, to working as a test kitchen chef for a food manufacturer, to catering events or owning your restaurant. With the experience and knowledge provided the Sask Polytech program, the possibilities are endless for Saskatchewan’s aspiring culinary stars.
NOW HIRING: FINDING AND RETAINING THE RIGHT EMPLOYEE

BY PETER NEUFELDT

A recent Forbes Magazine workplace survey suggests that 87% of employees are not actively engaged in their jobs. The survey showed that:

- **13%** are actively engaged and drive innovation. They work with passion, feel connected to their company and move the organization forward.
- **63%** have checked out and are not engaged. They sleepwalk through their workday.
- **24%** are actively disengaged. They undermine what their engaged coworkers accomplish.
These astounding findings are also indicative of high staff turnover in many organizations. The actively disengaged employees outnumber the actively engaged employees by two to one. Yet in world-class organizations, it is the exact opposite. Companies with engaged employees see 240% improvement in business results (Forbes, March 2014). In view of these findings, the goal of every manager and leader should be to ensure engagement of their employees.

Engagement and retention begin even before new staff begin to work for you. The foundation for achieving the highest return on human capital begins at hiring. Enhanced recruitment and onboarding sets the tone, influences the culture of your workplace and strongly impacts levels of engagement.

The first step is to ensure that the right person is hired for the right job. The use of assessment tools is one important step in the process. There are a variety of tools that are very helpful in assessing individual talents and motivators.

The Talent Insights assessment is one such tool. It effortlessly integrates the behaviors individuals bring to the job and the motivators that drive them. This simple, yet sophisticated report is ideal for the recruitment and retention of people at all levels. It also provides valuable insights into communication styles, personal interaction and behavioral preferences. It is also an effective tool for enhancing synergy and mutual understanding within existing teams.

However, assessments are only one-third of the recruitment process. A comprehensive interview process is the next step. It is important to plan the first interview carefully to ensure that questions address key aspects of interpersonal skills as well as the job requirements.

If the first interview is positive, it’s time to check the references.

It is amazing how many employers fail to follow up with references. It is important that you talk to people who really know and have worked with your job candidate. Ensure that you speak with former employers and not just with friends. If the references are positive, you are ready for a second interview.

Having a second meeting in which you delve more deeply into any areas of concern or explore more intensely any areas that appeared of special interest or potential can often confirm or negate initial impressions. The second interview also allows you to explore any subject areas of your discussion with references that indicate a need for further dialogue.

If the candidate still looks like a good potential employee, a third meeting at a different location, perhaps a lunch meeting, is often when true characteristics are revealed. At a third meeting, the job candidate will feel much more relaxed and will be significantly more candid. This is often where positive earlier impressions are confirmed, or where hidden prejudices or attitudes are revealed. This meeting can make all the difference.

The hiring process as outlined may seem lengthy and costly. The thoroughness and level of investment in effective hiring will certainly depend on the level and complexity of the job you need to fill. However, it is important to remember that turnover is costly and even one bad apple can spoil the barrel.

In part two coming next issue, we’ll discuss focusing on engagement and retention as the carefully selected new employee becomes part of your team.
The changing demographics of our business community has brought an exciting change in perspective for business relationships with our First Nations, Inuit and Métis communities. No one knows it better than Clayton Desjarlais, Co-founder of Mâwandônan Consulting, a Regina-based consulting company. For the past two decades, Desjarlais has been a catalyst for change as he has dedicated his career to bridge the non-Aboriginal industrial and business world, government and Indigenous organizations.

While completing his Masters Degree, Desjarlais was guided by two extraordinary mentors, the First Status Indigenous man to attain a Doctorate in Saskatchewan, Dr. Oliver Brass, and Tom Dore, a Mohawk lawyer. “It was a privilege to get in-depth understanding of the Treaties and the Indian Act from these two great men,” says Desjarlais, with visible emotion. Today, although his heart and home are right here in Saskatchewan, Desjarlais spends time consulting in Alberta where he has built a reputation as a strong negotiator who always manages to bring the right people to the table. He has much advice for the business community on working with First Nations, Inuit and Métis communities.

As we explore the need for greater collaboration, companies can begin taking simple but important steps. “One thing is constant from the majority of my non-Indigenous clients, they genuinely want to work with our Indigenous communities but they do not know where to start or how to even address their leaders,” says Desjarlais. His solution is unpretentious: “pick up the phone after hours and call the First Nation’s Band Office you are trying to connect with and listen to their voice message. You will learn the proper pronunciation and how the people of that First Nation call themselves.”

After 300 years of co-habitation with our First Nations, Inuit and Métis peoples, business owners must return to Communications 101. As businesses continue to develop their HR policies, hiring practices and training strategy, they often forget to gauge their welcoming factor. “Let’s take the time to look around the coffee room, who are you inviting for coffee or lunch? As a business owner, are you taking the time to get to know your Indigenous employees, to find out about their family and kids?” asks Desjarlais.

Businesses will gain such an advantage once they understand that “one size fits all approach” does not work with our Indigenous population. Getting to know each nation separately and apart from the other is one key to success in building a trusting working relationship. “Our people are not just disparate but diversified in terms of culture and languages. What may work with one group will not necessarily work with another,” Desjarlais often reminds his clients.

So, what will it take to bring our business owners to work together with Indigenous businesses? “First, they must do their research on the Indigenous group they are looking to work with, as they would with any other organization,” says Desjarlais. “You would not look to do a joint venture with a company without due diligence and investigation. So why would you consider a joint venture with an Indigenous organization in any other way?” he adds.

The opportunities are limitless once you have opened communication and built a relationship on trust and respect. It often requires a corporate culture and mindset evolution but in the end, the ROI does not only improve your bottom line and theirs, it provides a rich experience for both parties involved.
For Kim Sutherland, CEO of Regina's Street Culture Project, changing young lives is a commitment he lives every day. Kim began his work more than twenty years ago, helping Regina's vulnerable youth find a place in a world that hadn't been very kind in their young lives. Today, Street Culture engages street-involved youth by providing temporary housing, mentorships, work experiences and more to improve their lives and get them 'out of the system' and onto a better path. “We serve youth from age 14 through 29, and most are referred to us by other youth,” says Sutherland. “Once we're involved with a young person, we figure out how best we can help them.” This process can involve offering temporary housing, working with social workers, assisting with education, navigating the courts, finding help for addiction or mental health issues and help with employment. Whatever the young person's needs, Street Culture does their best to help.

Street Culture's Pre-employment Program is a popular and innovative initiative with both participants and employers. Created by Kim when he recognized that so many Street Culture youth struggle with finding stable employment, he and the Street Culture staff began a program to remove barriers and assist their young charges to break the chain of welfare dependence. “Many of our kids come from homes where they are second or third generation welfare-dependent,” says Sutherland. “They have had no experience with work or even see work as a choice. Instead, welfare is a lifestyle, and applying for it is a rite of passage.” Street Culture breaks that cycle by preparing kids for work from the ground up. “Our goal is to turn every kid into a taxpaying citizen that contributes to the system instead of relying on the system,” says Sutherland.
The Pre-employment Program starts with the very basics. First, kids need to prove their identity which can be very hard. “Getting our kids a SIN number is not easy, as many of them have tenuous connections to their families of origin,” says Sutherland. “Once we establish a SIN number, we move on to being ready to look for work.” The program guides youth through many things from writing a resume to small details so many of us take for granted—like setting an alarm to get to work on time, having a clean and tidy appearance, a proper handshake and eye contact, and much more. “Once we’ve worked on all of that, our kids get to test the waters with one of our ...program employers,” says Sutherland.

Participants learn on-the-job skills for anywhere from two to six months with some of Regina’s major employers including Young Equipment, Harvard Developments, All-Rite, Deveraux Homes and Conexus Arts Centre. “These paid work experiences are invaluable to our kids,” says Sutherland. “They learn so much from their work experiences. It’s more than a pay cheque for them—it’s the sense of accomplishment they get from an honest day’s work.” Street Culture assesses the program’s success by comparing how much each participant pays in taxes versus what would be spent if they were still in the system on welfare or worse yet, incarcerated. “Every young person we get through our program and into employment is a win for that young person and our community,” says Sutherland. “When we break the cycle of dependence, it carries on well into the future.”

The Pre-employment Program also has a big local supporter—local entrepreneur and philanthropist Karl Fix. Fix and the Street Culture team launched their fundraiser, Sasktoberfest, last year and raised $110,000 for the Pre-employment Program. The 2nd annual event takes place September 23rd at the Delta Regina with a fundraising goal of $150,000. The event, complete with an authentic German meal and entertainment flown in from Germany, is a great way for local businesses to support the worthwhile program. “We auction off working time from the program to businesses,” says Sutherland. “$2,100 buys one month of working time for one participant, and everyone benefits—the kids, the businesses and the whole community.”

Any local business can participate in the Pre-employment Program, no matter what kind of work is on offer. “We’re always looking for new opportunities for our kids, and they’re willing to work at whatever is needed,” says Sutherland. “Giving these kids a chance to become productive, happy citizens is a reward unto itself. When you offer up a job to one of them, you can literally change their lives forever.” To learn more about Street Culture and what they can do for your business, visit streetcultureproject.org.
FARMER SAUSAGE AND PEPPERS
1 coil of Drake Farmer Sausage
2 red peppers
1 yellow pepper
1 red onion
2 cloves garlic minced
Fresh chopped oregano
1 cup red wine

Method:
1. Slice coil into 1/4 inch rounds or desired thickness.
2. Cut peppers in oblique style (triangles) rustic cut.
3. Cut red onion to desired thickness.
4. In large Sautee pan, coat in olive oil. Warm until pan is almost smoking hot.
5. Add sausages and saute until they are caramelized in colour.
6. Add peppers, then onions.
7. Add garlic.
8. Add red wine, reduce until almost evaporated.
9. Add fresh oregano at the very end, season to taste
SASKATCHEWAN STAYCATIONS OFFER NEW ADVENTURES
BY INDUSTRY WEST STAFF

S
omewhere along the way we were taught that to have an adventure we needed to leave home. Book a plane ticket and put on some serious miles or your vacation just doesn’t rate. But the old adage of looking in your own backyard is especially relevant in our home province.

To get you started, we’ve gathered (just) 10 neat things you’ve (quite possibly) never experienced in Saskatchewan.

1. VISIT ONE OF THE DARKEST DARK SKY PRESERVES IN THE WORLD—VAL MARIE
One of 14 sites in Canada, the Grasslands National Park Dark Sky Preserve covers 527 sq km. Experience a remarkably dark star-filled sky and night time wildlife undisturbed by light pollution.

2. FLY THROUGH THE TREES OF THE BOREAL FOREST IN NORTHERN SASKATCHEWAN—ELKRIDGE
Over 4,000 feet of ziplines connected by treetop platforms showcase breathtaking views of Elk Ridge Resort’s 27-hole championship golf course and the boreal forest.

3. RIDE THE RAILS FOR A 1920S EXPERIENCE—OGEMA
Southern Prairie Railway is located in beautiful Southern Saskatchewan and showcases the beauty and modesty of the prairies.

4. HIKE THE MASSOLD CLAY CANYONS—CLAYBANK
Located within a 256-acre wildlife area, the canyons are home to indigenous foliage like the prickly-pear cactus and prairie crocuses. Their proximity to the Claybank Brick Plant National Historic site makes this a great destination for a day of exploration.

5. WANDER THE MYSTICAL TWISTED TREES OF ALTICANE—HAFFORD
Situated on private land northwest of Hafford in the Redberry Lake Biosphere Reserve, the three-acre grove of aspens is the stuff of spooky films and local folklore. A winding boardwalk through the grove protects the trees and habitat.

6. TOUR THE COUNTRYSIDE OFFERINGS OF VALLEY ROAD—SASKATOON
Just south of the city lies the scenic route of Valley Road, home to everything from The Berry Barn with its hydroponic strawberries, riverside view and craft store to the Black Fox Farm and Distillery and its flowers, festivals and spirits. Throw in a bit of play with the Crickle Creek Family Fun Zone just down the road.

7. MEET THE WATERS AT NISTOWIAK FALLS—LA RONGE
Adventure seekers, this one’s for you! Nistowiak Falls are one of the highest natural waterfalls in Saskatchewan. Accessible only via floatplane or boat, visitors can canoe 20km E from Stanley Mission on the Churchill River or arrange a boat tour with private operators from the Mission.

8. TAKE IN THE GIANT SANDCASTLES ON LAKE DIEFENBAKER’S NORTHERN SHORE—BEECHY
Follow the trail to see breathtaking views of large sand dunes, teepee rings and the famous Sunken Hill, a plateau hill that sank suddenly years ago, along with an abundance of wildlife.

9. DISCOVER A LIGHTHOUSE ON THE PRAIRIES—COCHIN
Built in 1989 as a tourism project, the lighthouse overlooks Jackfish and Murray lakes, the townsite and surrounding farmland. The incredible view from this fully functional lighthouse is all yours with a climb of just 153 steps.

10. COMMEMORATE THE GRAIN HARVEST AT A COMMUNITY THRESHING BEE—VARIOUS
Often held over multiple days, threshing bees often include markets, activity booths, parades, food and dances. They are a social way to celebrate and preserve our heritage.
Lee Noble, owner and operator of Viro Rentals Inc., has been working in the oil industry for 20 years. In 2013, when he was General Manager of JTL Industries Ltd. —an agriculture and oil manufacturer of steel bins and tanks—Noble was front and centre to see classic prairie innovation at work. Lester Thiessen, JTL’s owner, had a problem when it came to equipment for his 1,500-head bison operation. He needed some bins and while researching the products available, found that nothing was affordable or adequate on the market. With 20 years of steel manufacturing experience, Thiessen saw an opportunity. He began designing and manufacturing steel bins that eliminated many issues farmers were having with grain storage. From there, he went on to design storage tanks for the oil sector.

As JTL developed and expanded its scope of business, new opportunities arose and the company branched into two arms: a manufacturing division and a business and rental division. Having worked with JTL for many years, Lee understood the business and technology and jumped at the opportunity to head up the business/rental side with his partner Jack Biensch.

In the Canadian oil sector, there is an ever-present level of competition that breeds innovation and pushes producers to constantly adopt and use the best and most efficient technology and practices. Viro Rentals Inc. is no exception. In fact, their mantra is, “Why aren’t you using this?” The patented horizontal tank design from Lester Thiessen is a simple design that has greatly improved on the conventional method of storing oil/produced fluids. Viro considers their approach something of a rebellion against the status quo.

Instead of the many oil tanks one may see dotting the prairie landscape around places like Estevan or Lloydminster, Viro's design is horizontal instead of vertical. The tank lies on its side with the top 13’ off the ground. Conventional tanks stand 32’ off the ground. That is the innovation. Because the tank is on its side, it creates a multitude of efficiencies in its operation. Most importantly, it
eliminates the hassle of moving and assembling a vertical tank. Moreover, there is no cleanup required and the environmental containment is built into the design. The whole unit is remarkably adaptable for mobilization. Plus, set up and dismantle time is substantially less.

Customers claim that switching to Viro’s horizontal tank system has reduced their costs of setup and transport by a margin of $5,000 - $8,000 each time they move a tank. With this knowledge, Noble asks why more people are not using their product. The volatility of oil prices in the past 18 months has proven the rental units Viro produces are a viable way to do business. Whether it’s light or heavy oil, sweet or sour service, Viro Rentals has a growing and satisfied client base that appreciates the company’s products and services. “We’re grateful to all our clients who have supported our business through the tough times, and we want to say thank you,” says Noble. “And, we’re always looking for new clients to assist with their business needs and their bottom line.”

To learn more about what Viro Rentals Inc. can do for your business, visit www.virorentals.com or call 780.808.4104.
On the last page of every issue of *Industry West*, we find a Saskatchewan business person or leader to answer our version of the Proust Questionnaire. Marcel Proust made the questionnaire famous, believing that 35 specific questions could reveal a person's true nature. We grabbed this idea—you've probably seen it in *Vanity Fair*—and made our own version. The first five questions are ours, and then we ask our subject to pick their favourite Proust questions to answer.

Meet Kim Sutherland, CEO of Regina’s Street Culture Project Inc. Kim has been working with the city’s vulnerable and street-involved youth since 1996.

1. **WHERE ARE YOU FROM?**
   Born in Midale, and I will always live in Saskatchewan!

2. **WHERE DID YOU ATTEND SCHOOL AND WHAT DID YOU STUDY?**
   MacEwan University: Executive Leadership.

3. **WHAT IS YOUR CAREER HISTORY?**
   For Profit Businesses and Non Profit Corporations: Management/Leadership.

4. **WHAT’S THE BEST PIECE OF BUSINESS OR CAREER ADVICE YOU HAVE OR HAVE BEEN GIVEN?**
   “In this line of work, we are not dealing with widgets off a factory line, these are human beings. To us it’s a job, to the kids we serve, we’re family. Don’t ever underestimate our purpose.”

5. **WHAT’S YOUR FAVOURITE THING ABOUT SASKATCHEWAN?**
   Being near my kids, with wide open space to breathe clean air, and spectacular sunrises/sunsets, daily!

6. **WHAT IS THE TRAIT YOU MOST DEPLORE IN OTHERS?**
   Self Pity.

7. **WHAT DO YOU CONSIDER YOUR GREATEST ACHIEVEMENT?**
   Fatherhood.

8. **WHERE WOULD YOU MOST LIKE TO LIVE?**
   In rural Saskatchewan, 50 kilometers from the nearest city and on a quiet gravel road.

9. **WHO ARE YOUR HEROES IN REAL LIFE?**
   My kids.

10. **WHAT IS IT THAT YOU MOST DISLIKE?**
    Milk.
Stay tuned for *Industry West* Fall 2017, with features on Saskatchewan’s retail and manufacturing sector and as always, relevant analysis and timely information for the province’s business sector.

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OUR BIG BORE LOCATIONS

Dawson Creek, BC

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