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WELCOME
WITH INDUSTRY WEST PUBLISHER, PAUL HUBER

It is with great pleasure that we introduce Saskatchewan's newest business publication, Industry West magazine. It's been a long time coming as the venture blossomed from concept to reality. We'd like to thank everybody who has been involved for their patience and dedication and thank our families and friends for all of their support.

Our vision has been to create a media source that provides local perspectives, ideas and stories for and about the province's business community. It's our goal to bring as much exposure to our homegrown businesses and ideas as we can. Existing in the digital world that we do, you can also find us at industrywestmagazine.com and on LinkedIn and Twitter.

Our inaugural edition is focused on Saskatchewan's resource sector. The extent of the province's resource base is incredible and it creates opportunities not afforded to other regions with more limited economic means. With so many issues that affect Saskatchewan businesses, our comprehensive approach also covers the topics that matter to you. As you flip through the magazine, you'll notice a variety of stories on the things important to businesses big and small.

Please enjoy the magazine and all the amazing contributors who have shared knowledge, ideas and expertise. We're passionate about Saskatchewan and promoting this province, its people and its stories and we're happy to share that with you.

—Paul

P.S. I'd like to thank my friend Cole Thorpe, founder of Prairie Proud, for donating the great t-shirt you see in the photo. Visit prairieproud.ca to see all the amazing prairie-inspired apparel, and all their great charity work.
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has been a business reporter for more than 20 years, writing for the Winnipeg Free Press, The Lawyers Weekly, Western Investor, Investment Executive and The Hockey News. He is also the author of “The Hot Line - How the Legendary Trio of Hull, Hedberg and Nilsson Transformed Hockey and Led the Winnipeg Jets to Greatness.”

PAUL BURCH
is a co-owner of OmniOnline Inc, a Regina-based web solution company serving customers across Canada. He is a consultant, writer, entrepreneur, and retired rugby coach. He’s deeply involved in the digital/interactive media industry as an owner at OmniOnline, the president of Sask Interactive, and co-founder of a Saskatchewan start-up company, EchoLotto.com. (He’s also a shameless self promoter and loves writing about himself in the third person.)

PATRICIA DAWN ROBERTSON
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.

PATRICIA DAWN ROBERTSON

CLAIRE BELANGER-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.

VICTORIA RYAN
was born in Asia, raised in Sweden and educated in the US and Canada, and holds an MBA in marketing from Simon Fraser University in Vancouver. She has experience from various marketing positions in the high tech sector, ad agency world, banking industry and in government. Victoria is currently based in Canada's North: Whitehorse, Yukon, where she lives on a farm she runs with her husband and three young children.
Construction of the Trans Mountain pipeline expansion is scheduled to begin this fall but with more than 150 conditions to satisfy and a growing number of opponents lining up on the west coast, just when the first shovel goes in the ground remains to be seen. One of the biggest capital projects in Canadian history, the $6.8-billion expansion of Kinder Morgan’s original pipeline, which was built in 1953, will cover 1,150 kilometres between Strathcona County near Edmonton to Burnaby, B.C. when it goes into service, scheduled for late 2019.

The current pipeline carries 300,000 barrels per day but the expansion will nearly triple capacity while simultaneously increasing tanker traffic in the Burrard Inlet seven-fold. The new line, which will carry heavier oils than the current one with capabilities for also transporting light crude oils, was approved by Ottawa last November, two months before the B.C. government provided its provincial environment certificate. “All those pieces mean we are moving forward and we’re doing a lot of the work that’s needed around the conditions to get ready for construction,” said Ali Hounsell, spokeswoman for Trans Mountain Project. The conditions include engineering design details, environmental protection plans, socio-economic assessments, land use investigations and mitigation and monitoring documentation.

One of the big drivers behind the expansion is the opportunity to sell oil for a higher price on the international market. Currently, Canadian oil is sold almost exclusively to the U.S. “The price on the world market is higher than in the North American market. That’s why it’s important to get the oil to the coast,” Hounsell said. Trans Mountain already has commercial agreements with a dozen shippers, representing about 80 per cent of the pipeline’s capacity, with the rest expected to be sold on the spot market. “We’ve got the demand in place for that,” Hounsell said.

In fact, since 2008, regardless of where oil was in the supply and demand cycle, the pipeline has been full and Trans Mountain has had to turn barrels away. “The pipeline capacity out of Western Canada is four million barrels per day. It’s at capacity and has been for quite a long time,” she said. With oil prices hovering slightly above $50 US per barrel, roughly one-third of the all-time highs set in 2008, Hounsell noted the shippers have signed long-term contracts so short-term price fluctuations aren’t going to impact the project one way or the other. “A pipeline is a long-term investment and our shippers see it as such,” she said. “We all know there’s been a downturn in the industry. We may see a few changes in these contracts and the companies may change their focus but we do have binding contracts. We’re confident they’ll come through with the commitments they’ve made or there are options for them to be sold to other people.”
The nearly $7-billion expansion of the Trans Mountain pipeline is expected to yield $46.7 billion in taxes and royalties to governments, more than 800,000 person-years of employment over the life of the project—or the equivalent of 40,000 jobs annually for more than 20 years—and enable producers to reap an additional $73.5 billion in revenues.

Source: Kinder Morgan

The City of Vancouver is leading legal efforts to derail the expansion and it has lots of company. The Living Oceans Society and Raincoast Conservation Foundation have also filed applications for judicial review of the project and nine B.C. mayors have petitioned the federal government to overturn its decision. Derek Corrigan, mayor of Burnaby, has taken things one step further and pledged to stand in front of the bulldozers if some significant amendments aren’t made.

“The risk of a spill here is terrifying in terms of its impact on the environment. We’ve seen studies that predict one million people could get sick and 500,000 birds would die,” said Eugene Kung, staff counsel at the West Coast Environmental Law Association. The Vancouver-based shop represents a number of aboriginal, environmental and community groups opposed to the expansion. Thus far, nine separate lawsuits representing more than 15 First Nations along the proposed pipeline route have been filed against the federal government’s approval. “First Nation opposition can delay and stop a pipeline. The company is talking about starting construction (this fall). I’d be very surprised if that happened,” he said.

Hounsell is well aware of the opposition but she’s confident Trans Mountain can quell their fears. “We’ve been operating the pipeline for more than 60 years. We have relationships with aboriginal communities and municipalities and we have operations in all of those communities. We have seen lots of opposition but having those relationships in place, we know these people already. We have an operating record and a history in the communities. We have made changes to the project based on what we’ve heard,” she said.

The Canadian Association of Petroleum Producers has a keen interest in seeing the pipeline expand as most of the oil shipped in the current pipe comes from its members. Chelsie Klassen, Calgary-based manager of media relations and issues management at CAPP, said there’s no question the expansion will be “transformational” once it’s completed. “There’s more than enough production to fill the line. That’s why we need multiple lines to multiple markets,” she said. “We ship 99 per cent of our oil and natural gas to one customer, the U.S. Any business person would tell you, the more customers you have the better the business because it allows you to get a more global price for your product. When you see it only going to one market, that limits our options to get a better price,” Klassen says.

Even though not a single metre of the Trans Mountain pipeline expansion will run through Saskatchewan, a provincial government spokesperson said it has the potential to have a significant impact on the local oil and gas industry.

“Although there won’t be any Saskatchewan oil sent in this pipeline, it frees up space in other inter-provincial pipelines to move resources,” the spokesperson said.

It’s not yet known whether steel company Evraz will be the pipe supplier but if it is, a significant number of jobs will be created in Regina, too.

“Saskatchewan is supportive of pipeline expansion as it helps the industry get products to market,” the spokesperson said.
BREAKING
NEW GROUND

TRADING POSTS
RAIL LINES
BOOMTOWNS

Where others saw nothing, we saw opportunity. We pulled together and broke ground, creating ways for people to connect, to buy and sell into bigger markets, to grow businesses and communities. To grow Saskatchewan.

Today, that enterprising and pioneering spirit fuels the GTH — a Saskatchewan-made gateway for global trade moving products by road and rail across Canada and around the world.

A modern-day trade zone for a 21st century economy, the GTH in Regina extends Saskatchewan’s legacy of ground breaking trade and export.
JENNIFER PLAYED THE LOTTERY. CAIDEN WON.

When ten-year-old Caiden suffered a bad dirt biking accident, a network of medical experts swung into action. Among them, a caring and dedicated STARS crew who ensured Caiden received expert care and swift transport to an advanced hospital, optimizing his chance of a full recovery. Making his STARS mission — and countless others — possible are thousands of lottery supporters across Saskatchewan. Supporters like Jennifer, who recognize the need to keep STARS in the sky, no matter the economic climate. Even after suffering a job layoff last year, Jennifer continued to buy tickets and won a grand prize.

The people of Saskatchewan know what it means to be part of a community, and to be there for neighbours in need. It’s this community pride that has sustained the province through floods and fires, booms and busts, and every challenge along the way. For so many patients like Caiden, the care they need is available thanks to supporters like you across Saskatchewan who make it possible.

When you play the STARS lottery, patients win.
On February 15, the European Parliament ratified the Canada-European Union Comprehensive Economic and Trade Agreement (CETA). CETA is a landmark trade deal between Canada and the European Union’s 28 member states and this agreement will drastically reduce tariffs between 35 million Canadians and 500 million Europeans. Yet this bi-lateral trade deal still has one hurdle left to be closer to implementation: Bill C-30 remains to be ratified by the Senate.

According to a 2016 report from RBC Economics, this trade deal represents a potential $12 billion annual increase to Canada’s economic activity—roughly a 0.7 percent rise in Canadian GDP each year. According to RBC, oil & gas and the mining sectors made up 41 percent of Canadian exports to the EU in 2015 alone. Since these raw materials aren’t currently subject to any tariffs, CETA will have a minimal impact.

The big winner in this bilateral trade agreement is the agricultural sector, which will see an almost complete elimination of tariffs (99 percent) as the agreement rolls out over the next seven years.

Chris Dekker, CEO of the Saskatchewan Trade and Export Partnership (STEP), says that trade agreements are “just agreements until business participates. It’s business-to-business that creates the sales.” Dekker says STEP is working to ensure that Saskatchewan businesses, specifically his 400 members, can take full advantage of CETA.

Dekker sees the European Union agreement as well-timed, given the protectionist sentiments expressed by the United States, our largest trading partner. He believes that unfettered access to the European market is crucial for the growth of Saskatchewan businesses. “The EU is a significant market,” says Dekker. “There are $8 trillion dollars in economic activity. For Saskatchewan, it’s our fourth largest market.”

According to Dekker, Saskatchewan exports $1.28 billion worth of goods into the European Union market. “The vast majority of those exports are agriculture and agrifood. We need to make sure that market has access to all of our products.”

Dekker says that Saskatchewan is one of the most trade-dependent provinces in one of the most trade-dependent countries in the world. “We calculate that one in three jobs in Saskatchewan depends on trade.”

The Saskatchewan organics industry welcomes increased trade with the EU, which is especially receptive to organically grown food. “Any trade agreement that reduces tariffs and puts more money in farmer’s pockets is a good thing,” says Marla Carlson, executive director of SaskOrganics, a farmer-led, non-profit organization.

“For organic growers, the bonus is that we already have an equivalency agreement with the EU. If you’re certified to the organic regime in Canada, that’s considered equivalent to Europe’s standards,” says Carlson.
When Bill C-30 is ratified by the Senate and CETA is kickstarted, it'll be straight to market for certified organic producers who want to profit and grow their businesses. Angela Schmitt of Red Willow Organics was packing her bags for a massive mid-February trade show, BioFach, in Nuremberg, Germany when Industry West caught up with the producer.

“My goal is to sell 50 percent of our products to the European market,” says Schmitt who operates a family farm with her husband, Larry, near Carrot River in northeastern Saskatchewan. CETA presents a huge opportunity for Red Willow Organics, which produces grains, clovers, oilseeds and raises cattle. When CETA is in-place, there won’t be any tariffs when Schmitt sells her organic products to European buyers.

“It’s a huge incentive to do business,” says Schmitt. “And we also benefit from a well-established supply chain. Add to that the support of STEP’s market intelligence and you have a great opportunity for organic growers.”

Schmitt’s says that organic growers are perfectly positioned to ramp up their trade with Europe. “The European consumer is much more sophisticated than a North American consumer. They’re very particular about what is in their food and where it is grown.”

Because demand for organic products outstrips availability, Schmitt will hold firm to her prices when she shows off her wares at BioFach. “It’s an easy sell for both buyers and traders,” says Schmitt who is also an active board member with SaskOrganics and STEP.

Professor Eric Micheels, an associate professor in the Department of Agricultural and Resource Economics at the University of Saskatchewan, says CETA is just about opening access. “We still have to convince a customer in Europe to buy the products.”

Micheels sees tremendous opportunity for the livestock sector with the CETA deal. “But there may need to be some production changes to access that market,” he says. “Depending on price premiums, there might be a greater willingness to modify production practices to meet those market requirements.”

CETA provides opportunity but each farm will make their own decisions, says Micheels. “If it makes sense for them, they’ll change their production practices; otherwise there’s a sizeable market in South Korea and in the domestic and American markets for conventional beef producers.”

The dairy, wine and automotive sectors have more to be concerned about under CETA since these value-added industries will encounter increased competition from European businesses with more access to the Canadian consumer. “Competition is going to make the dairy sector better,” says Micheels. “The good cheese makers will rise to the challenge and everyone will benefit from better cheese.”
In the mining industry, time is money. No company understands this better than Saskatoon’s Certified Mining & Construction Sales & Rentals. “Our name is no accident,” says Garry Clarke, Certified’s President and Owner. “We’re ‘Certified’ because that’s how we operate. Each and every piece of equipment we offer is physically tested and certified for use onsite or underground immediately.” It’s this certification process that makes Certified stand out in the market it serves. This is not your average equipment rental company by both design and reputation.

Knowledge Equals Better Service
Customers experience the Certified difference with their first point of contact. When a customer calls inquiring about equipment, Certified’s staff are trained to ask the right questions to determine the customer’s needs. “We ask questions to determine exactly what you’re looking for, and to ensure that what you’re asking for is actually what you need,” says Clarke. “Once we know the entire situation—what you need to do, where, and when—then we can guide you to the right piece of equipment for the job.”

The questions asked are also part of Certified’s commitment to health and safety. The company’s team is trained to think about safety every day. “For us, safety starts with the request,” says Clarke. “Everything we sell or rent has consequences. The wrong piece of equipment for the job or equipment placed in untrained hands could cause serious injury—or worse.” Staff are continuously
trained to make sure they stay current on everything the company offers, what it's for, and how to use it.

The company prides itself in not only having everything their customers need, but they also have the knowledge on how to use it properly and safely. The Certified team can operate every piece of equipment they carry and they can train users too. They write the procedures for use, provide demonstrations and even send consultants to jobsites for hands-on training. “We’re able to do this because we understand the work our customers do,” says Clarke. “Our procedures and training are also an important part of our commitment to safety.”

Certified & Safe

Not only does Certified provide the equipment, it’s also job ready. All equipment is tested and prepared for each job every time. Certified ensures that equipment will fit where it needs to go—like down a mine shaft—and will work with you to determine how to get it in place for use. It’s also prepared to ensure that it either meets or exceeds the regulations for use onsite. This process sets Certified apart from its competitors. “We’re not a ‘pick-up-and-go’ rental company,” says Clarke. “Most of the time, we exceed the regulations. We never want a customer to complain that our equipment was not ready for work immediately.” Every tool and machine is ready for the job when it leaves with the customer, every time.

Certified is also proud of their rigorous testing process, something they are always willing to demonstrate to customers. “Testing is an integral part of what we do every day,” says Clarke. “We test every piece of equipment before and after every job to ensure it’s working the way it should be.” A year ago, the Certified team demonstrated the importance of testing on a customer’s job site. The results were astonishing to the company’s management and workers. “We took our testing equipment to the field and showed them exactly how well their rigging products were working,” says Clarke. “Since then, they recognize why we do what we do in terms of testing, and they trust every piece of product or equipment we supply.” The testing process also ensures that what Certified sends out is ready for work and safe to use.

Health & Safety Matter

Another pillar of Certified’s commitment to health and safety is representing RDH Mining Equipment, an Ontario manufacturer on the front lines of battery operated mining equipment. “Battery operated mining equipment is a game changer. It means improved air quality underground which is a health benefit to the workers because they are not subjected to the diesel particulate,” says Paul Cranford, General Manager. “These machines don’t produce emissions, which is a huge benefit to mining companies.” Zero emission means that sites can use more equipment underground without having to upgrade ventilation
systems. "Diesel powered machines are a drag on ventilation, and can reduce efficiency because of the amount of air required to keep them running," says Cranford. Finally, RDH Mining Equipment is both high quality and dependable—all of which is important to the bottom line. In addition to becoming the distributor for RDH, Certified has recently become the distributor for two other well known tool and equipment brands: welders and compressors by Red-D-Arc and air chain hoists by JD Neuhaus.

The company can also handle more unusual customer requests. Certified is home to a fleet of specialty equipment you won't find anywhere else, and handling extraordinary jobs is par for the course. Specialized material handling, moving equipment and hard-to-find tools is another cornerstone in the Certified experience. "We had a mining customer call looking for bolt-to-wall anchor plates. They were having a hard time sourcing the product," says Cranford. "We literally have pallets of them - certified, tagged and ready to go." If you can imagine the perfect piece of equipment for a job, yet you've never
seen it anywhere, Certified probably has it or can design and build it. Cranford cites another example of their innovation: "A different mining customer was searching for a solution to pull a buried remote control scoop out of a stope. Our in-house personnel designed, engineered and drafted a drawing to provide a solution for the problem. We had all the equipment needed in-house to fabricate what was required to pull the scoop out, including d-plates, sheaves, wire rope, skid, apex plates and shackles. We put this package together, sent it to the mine and within a day of set up they were pulling the unit out and were successful in doing so. The client was extremely happy with our solution and the finished product performed as expected."

Another new product offered by Certified is a wireless camera for inspections. Able to record, zoom and pan, these cameras can be attached to cables and guided into areas where you cannot or should not send a person, such as a damaged mine shaft. If need be, Certified can provide trained personnel to operate the camera. It's just another way Certified stays ahead of the curve for their customers.

Part of the Community
As part of the Northern Strands Group of Companies, Certified is dedicated to improving lives both on and off the worksite. As part of its commitment to social responsibility, Certified is a major supporter of the Children's Wish Foundation. Throughout the year, the staff participates in regular events, such as summer barbeques, to raise funds to grant the wish of a child with a life-threatening illness. They also support many community endeavours throughout the province, such as the Agrium Delisle Rodeo and U of S Canadian Mining Games Student Team.

Serving Saskatchewan, Canada and the U.S., let Certified show you what they can do for your operation. Certified is more than just an equipment rental company and customers discover the Certified difference with the very first phone call. No matter the tool, machine or equipment you need, Certified will not only meet but exceed your expectations in service, quality and safety. "We take pride in what we do every day," says Clarke. "We understand the industry we serve, and we know what customers need to keep working efficiently and safely day in and day out. It's that simple."
Like in many jurisdictions across Canada, Saskatchewan's infrastructure is aging. Whether we're talking about roads, bridges or water systems, the province is in need of improvements on many fronts. The Association of Consulting Engineering Companies – Saskatchewan (ACEC-SK), based in Regina, has recognized the need for infrastructure upgrades and replacements in many of Saskatchewan's water systems, and is working with firms and municipalities to bring this need to the forefront for decision makers at all levels of government. "There are many factors at play here," says Beverly MacLeod, Executive Director of ACEC-SK. "We're dealing with aging systems and impending regulatory deadlines colliding. There are solutions to be found here but it's a matter of will and bringing communities together."

Many of the province's 700+ water systems date back at least 50 years and the time has come for rejuvenation. This is on top of provincial drinking water and wastewater systems facing mandatory regulatory changes, coming into force now and in the immediate future. The combination of these two factors mean that many jurisdictions are faced with costly upgrades at a time when budgets are dictating less spending, not more. "Saskatchewan is facing tough decisions on many levels in our water systems," says MacLeod. "Jurisdictions have to upgrade for practical and regulatory reasons, but funding may not cover the costs required."

While communities may be able to patch together a short-term solution to meet regulations and keep current systems limping along a while longer—a "band-aid" for lack of a better word—ACEC-SK sees a better solution both short and long term: regionalization. "Our province is challenged by our low-density population and our hundreds of water treatment and distribution facilities, but it doesn't have to be that way," says MacLeod. "The solution could be communities with similar needs in close geographic proximity working together and pooling resources."

Communities have the opportunity to come together to address their water and wastewater system issues, and in turn, make the necessary regulatory and infrastructure improvements needed for regulatory compliance and long-term sustainability. Plus, working together also means sharing the costs and the benefits. "We're at a point where 'good enough' isn't good enough anymore, especially with the impending regulations," says MacLeod. "There's a real opportunity here to make significant improvements while meeting regulations, and setting up communities with stable water systems for literally decades to come."

Regionalization—and its pooling of resources—would also create a better environment for
attracting and retaining the people required to manage water facilities. These specialized workers have proven hard to find and keep, mostly due to economic reasons. “Each facility employs technicians, and often offer salaries that simply can’t compete with other industries needing the same skills,” says MacLeod. “If communities pool funds, they will have a better chance at creating an environment where employees will want to stay long-term.”

The idea of regionalization is not simply an idea, either. Two examples of where its already proven successful in the province are in La Ronge and Saskatchewan Landing. The Lac La Ronge Regional Water Corporation (LLRRWC) incorporated in 2008 and began operation in 2010. The corporation supplies water to 6,500 residents and is jointly owned by the village of Air Ronge, the Lac La Ronge Indian Band and the town of La Ronge. The entire region is supplied by one water treatment plant, and each partner manages the distribution network, reservoirs and billing. Because of the communities working together, they reduced duplication of services, improved service for the area, attracted more funding and created a single point of contact for operation. The Saskatchewan Landing Regional Water Pipeline Utility (SLRWPU) is also a success story.
in regionalization. Commissioned in 2015, the system supplies water to 2,500 people in the village of Wiseton, the towns of Kyle and Elrose, the rural municipalities (RMs) of Lacadena, King George, Milden, Snipe Lake, Monet and St Andrews, and Saskatchewan Landing Provincial Park. “The benefits of these new systems cannot be overstated,” says MacLeod. “Working together has improved the water system greatly for the areas, spread costs around, and benefitted users. It’s a win all around.”

So, what will it take to gather communities together to prioritize their water systems and embrace regionalization? According to MacLeod, there are few factors at play. “First, jurisdictions need a champion to push the idea forward and build relationships with other communities,” says MacLeod. “A community leader who has engineering input could move mountains in this regard.” While a grassroots effort is possible, government also needs to provide incentives for communities to work together. “Alberta has made great strides in regionalization of water systems through its Water For Life funding model that fiscally encourages jurisdictions to work together,” says MacLeod. “That prioritization for grant dollars has made a world of difference, and Alberta is home to many regional water system success stories.”

With deadlines looming and infrastructure getting older and more stretched as each day passes, now is the time for Saskatchewan community leaders to take up the mantle of regionalization, to their great benefit. “We can’t overstate what a good solution working together can be for the province as a whole,” says MacLeod. “Communities get stable, modern water facilities with qualified technicians at the helm, and the costs and benefits are spread around. Why throw good money after bad and limp along, when we can literally reach out to our neighbours and work together? In our eyes, it’s a win-win.”
“Informed Infrastructure Investment”

Full-day conference focusing on how wise infrastructure investment decisions maximize returns for Saskatchewan.

Speaker Line-up:

8:00 - 8:30am  Registration

8:30 - 9:30am  Warren Everson & Ryan Greer, Canadian Chamber of Commerce
The Chamber’s perspective about federal infrastructure investment and its influence on provincial coffers.

9:30 -10:30am  Doug Fast & Valerie Sluth, Institute of Certified Management Consultants (SK)
CMC-Sask identified a $51B Saskatchewan infrastructure deficit. This presentation will offer recommendations to address it.

10:30 -10:45am  Refreshment Break

10:45 -11:45am  Rupen Pandya, President and CEO of SaskBuilds
The development of Saskatchewan’s Integrated Capital Plan, and its impact on informed infrastructure investment.

11:45am -1:30pm  ACEC-SK 2016-2017 Annual General Meeting (AGM) & Lunch

1:30 -1:45pm  Young Professional Introduction

1:45 -2:30pm  John Gamble, ACEC-Canada
Changing Focus in a Changing Profession

2:30 -3:15pm  Stormy Holmes, Alternate Project Delivery Models
Benefits and challenges of different project delivery models

3:15 -3:30pm  Refreshment Break

3:30 -4:00pm  Young Professional Panel
What does Informed Infrastructure Investment mean to YPs

4:00 -4:45pm  Chris Newcomb, McElhanney
The YP’s role in Alternate Delivery Models

4:45 -5:00pm  Concluding Remarks

For more information and to register: www.acec-sk.ca
Having endured an extended decline in the price of oil and a marked disruption in the industry, the oil and gas sector in Saskatchewan is slowly moving towards a brighter horizon. As a major promoter of the sector in the province, the Saskatchewan Oil & Gas show is ramping up for its 2017 event happening June 7-8 in Weyburn.

The purpose of the biennial show has been centered on establishing an opportunity for companies involved in Saskatchewan oil and gas to meet and promote their services, technologies, and specializations for the industry. As the show has evolved, it has also become a very important forum for information. The show regularly draws important speakers who share valuable perspectives on the state of the industry and Saskatchewan’s place in it. An important theme of the show is that Saskatchewan is no longer a basic producer, but prepared to become an important industry actor, in North America and globally. Saskatchewan has the resources below the ground as well as above it to make this a reality.

Historically, the show would be long sold out by this time, but this year’s attendance has not yet met that level due to the industry’s lull. Tanya Hulbert, the show’s manager points out that, in slower times such as these, the exhibitors that are attracted to the show are motivated to build new business, learn and engage as many contacts as possible. Lean times produce incredible opportunities and this year’s show is promising to be an event that the Saskatchewan oil and gas sector can’t miss.

The show is also a great opportunity to bolster public awareness. Attendance is free and anyone can come down to the Weyburn Exhibition Grounds and walk through the displays. It is important that Saskatchewan residents are familiar with the industry. The more information and shared knowledge that exists, the better off the sector will be. When people understand the issues and importance of the oil sector in the province, better decisions can be made to ensure the health and viability of this industry.

Finally, the recreational aspects of the show are not to be overlooked. There are several longstanding events that accompany the show including: the traditional Exhibitors Golf Tournament and Steak & Lobster Dinner on Day One and then Day two sees the awards ceremony acknowledging the South For show information, contact Tanya Hulbert Show Manager, Saskatchewan Oil & Gas Show by phone at 306-842-3233 or visit oilshow.ca.

BY PAUL HUBER
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Finally, the recreational aspects of the show are not to be overlooked. There are several longstanding events that accompany the show including: the traditional Exhibitors Golf Tournament and Steak & Lobster Dinner on Day One and then Day two sees the awards ceremony acknowledging the South East Oilman of the Year and Oilman of the Year. Anyone who has attended an oil and gas exposition knows how much fun they are. Whether in Saskatchewan, Alberta or abroad, the shows bring together a hardworking group of people that enjoy mingling, seeing old friends and learning about the ever-changing and challenging nature of their industry.

If you're interested in Saskatchewan's potential in oil and gas, this is your opportunity to engage with some of the province's key players. There are bright spots emerging for the oil and gas industry in the province and there is no better time to ensure your stake in the boom than during the bust.

For show information, contact Tanya Hulbert
Show Manager,
Saskatchewan Oil & Gas Show
by phone at 306-842-3233 or visit oilshow.ca.
What is the state of Canada’s oil and gas sector? It is difficult to get a grasp as we’re living in an era of conflicting information and sensational news. Sometimes you have to wonder whether the sector is supported by the country, as it seems there is only negativity surrounding oil and gas. The truth is that energy production, until renewables become a viable replacement to conventional sources, is never going to be warmly embraced. While it might be crude mining coal, drilling oil and enriching uranium, we live in a world that needs it.

To get a clearer notion of Canada’s future in oil and gas, there are factors worth focusing on. The first is the geopolitics of global oil producers and the importance for these countries to maintain a high price of oil. The second is Canada’s role as a producer and why its participation brings value to the world as one of the leading innovators in the industry.

Canada is the fifth largest oil producer in the world and has the third largest proven reserves in the world. This puts Canada firmly on the playing field of major producers. Unfortunately, Canada’s influence on the sector is limited as it is tied to only one major importing partner, the United States of America.

When the Organization of Petroleum Exporting Countries (OPEC) pulls a hard line ramping up oil production and flooding the market with cheap oil as a way to destroy its growing shale oil competition in North America, Canada is vulnerable to the consequences. Fortunately, this gamble backfired on OPEC and they were forced cut back production in order to increase prices.

With prices slowly rising there is more confidence in the sector. Canada is claiming larger market shares from the U.S. With this rebound in oil, the next step for Canadian oil production is to solidify the diversification of exporting potential that it has sought for many years now. The first step was the approval of the Trans Mountain and Line 3 pipelines. The Trump Administration’s approval of Keystone XL is also an important step, but as it falls under the purview of bipartisan approval and coordination between the two countries. Now, it is better to focus Canada’s efforts on projects that are entirely under our control. With political decisions made, it is essential that the projects get underway.

Energy East is another pipeline that needs a hard line to be taken in order to see its approval. For Western Canada, it’s
frustrating to operate when eastern partners are not ready to play ball. It can be hard to take when Quebec and Ontario receive equalization payments, yet oppose the construction of an important pipeline to ship valuable Western Canadian oil and instead import foreign oil to use in their refineries. It seems there is something wrong with this picture. You might think if Montreal Mayor Denis Coderre is so opposed to Energy East for environmental reasons, he would stop pumping his city’s raw sewage into the St. Lawrence River.

While it is frustrating, it is important to not get wound up in all the politics. There are fundamental and positive aspects of Canada’s oil producing potential. There is a global need for this commodity. Canada controls and effectively produces a large portion of said commodity. There are continuous strains on the global industry, but ultimately if Canada can diversify its exporting markets and continue to be an innovative producer, then the future looks bright for the oil and gas sector.

Canada can also lead in innovation in the sector. From a global point of view, for anyone concerned with the environmental impact that global oil production has, they should advocate Canada’s participation in this industry. Hypothetically, if Canada were to stop producing oil tomorrow, that market share would disappear immediately. More importantly, it would disappear to countries that invest little to no money in environmental protection, industrial safety advancements, or generally accepted forms of state governance. For example, Saudi Arabia is one of the worst human rights abusers in the world but they are a major Canadian ally and we buy their oil.

Perhaps this is simplifying the issues, but sometimes it is healthy to break down an issue and examine it from the root up. The fact is we need to harness the potential of the Canadian oil sector. Canada has the ability to innovate and create standards of operation that the world adopts. When a commodity holds value and the country can benefit from this value, we should. Oil production is a polarizing topic, but this is the nature of conventional energy production. For now, continued growth of Canadian oil production is important to the entire country, and the sector’s health relies on the country accepting that fact. 🇨🇦
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ECONOMY

RBC Economics forecasts the Saskatchewan economy to return to positive growth in 2017 with activity rising 1.8%.¹

Conference Board of Canada predicts that Saskatchewan’s economy will be in the black in 2017, due to improving conditions in the oil industry.²

ENERGY

Petroleum Services Association of Canada (PSAC) forecasted 1,985 wells to be drilled in Saskatchewan in 2017, up from 1,940 in their November 2016 forecast.³

PSAC forecasts 5,150 wells to be drilled in 2017 across Canada with:

• 2,706 in Alberta
• 1,985 in Saskatchewan
• 367 in British Columbia
• 73 in Manitoba

³http://www.psac.ca/2017-daf-q1-update/
POTASH

• Natural Resources Canada said in November that potash demand is expected to grow 2.3 percent from now until 2020.\(^4\)
• Potash Corp. expects global demand growth anticipated to surpass new supply in 2017.
• Mosaic’s K3 potash mine is expected to begin operations.
• K+S Legacy to start production in the second quarter of 2017.\(^5\)
• Gensource will begin construction a new potash production plant.
• Yancoal has received conditional approval of a new potash mine near Southey.

URANIUM

• RBC Economics sees global market conditions continuing to challenge uranium producers.\(^6\)
• Cameco announced in April 2016 it would halt production at its Rabbit Lake mine—the longest-running uranium mine in Saskatchewan.\(^7\)
• FocusEconomics expects the uranium price to pick up in 2017, averaging $33 per pound by the end of 2017.\(^8\)

AGRICULTURE

RBC Economics expects the quality of the grain harvest to improve, with projected growth turnaround in 2017 in the province.\(^9\)

• They predict weather conditions will be ‘average’ in 2017, which should mean higher quality crops compared to 2016.
• Expect improvement in farm incomes.

Agriculture and Agri-Food Canada sees a continuing positive economic situation for agriculture.\(^10\)

• A net cash income decline of 7% to $13.8 billion is expected in 2017, however the year is still expected to be the fourth best year on record.
• Livestock receipts in Canada are expected to decrease by 4% in 2017.
  • Crop receipts are expected to increase to $32.9 billion in 2017.
  • Farm operating expenses are forecast to increase by 2% in 2017 to $45.1 billion.
• The net worth of the average farm is expected to increase, reaching $2.8 million in 2017.

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\(^4\)http://www.potashcorp.com/news/2246/
\(^5\)http://www.cbc.ca/news/canada/saskatoon/cameco-mine-suspension-1.3547816
\(^6\)http://investingnews.com/daily/resource-investing/energy-investing/uranium-investing/uranium-outlook/
\(^7\)http://www.potashcorp.com/news/2246/
We’ve all heard the saying “what goes around, comes around” but it doesn’t usually refer to something like a house. In this case, what comes around isn’t just your average house—it’s an extremely energy efficient, advanced home called Passive House.

Let’s go back to 1977 when a few clever folks created a super insulated, air tight home on Regina’s Rink Avenue, called the Saskatchewan Conservation House. Energy conservation was the overriding principle driving the project’s concept and execution. In this project, conservation meant using passive design approaches to minimize energy consumption at the source instead of using more energy than you need and then figuring out a way to supply that energy more efficiently. The Saskatchewan Conservation House was a pioneer in this respect and its legacy has carried forward to today, inspiring high performance building design approaches in Canada and around the world.

In 1988, two German researchers—Wolfgang Feist and Bo Adamson—researched early examples of passive design, including the Saskatchewan Conservation House, to better understand what they could do to minimize home energy consumption. The result was a comprehensive and rigorous approach to build or renovate homes and commercial buildings utilizing the current state of the art in passive design strategies. It was named Passive Haus in German and Passive House in English. Their first-ever project was completed in 1991 in Darmstadt, Germany. Since then, 3,492 Passive House projects have been completed worldwide.
In 2016, Passive House came back home to Saskatchewan with the completion of the province’s first-ever Passive House project in Saskatoon. The Temperance Street Passive House is a duplex home that is certified to meet the Passive House standard. Now, it’s Regina’s turn to embrace the Passive House design that got its start in the city nearly 40 years ago.

Layne Arthur, a Regina-based architect and an enthusiastic advocate of Passive House, is on a mission to grow the market base of these efficient new homes. “Passive House makes sense for Western Canadian homes that are concerned about energy costs and related impact on the environment,” says Layne. “It’s a comprehensive building approach that brings together all facets of design and construction to conserve energy. The end result is a well-built, high quality, comfortable home.”

What is a Passive House? It encompasses all of the potential energy usage of the home, including the building envelope, appliances, heat sources, lighting and plug loads, with the goal of minimizing energy use at its source. A Passive House is a certified home designed, built and tested to deliver an annual total energy consumption of less than 120 kwh/square meter of floor space. Energy savings are an important consideration when considering building a Passive House certified home and these homes certainly deliver. According to Layne, expected overall energy savings would approximately 80 to 90% as compared to a typical home built to minimum building code standards.

Layne also points out that when folks are considering the benefits of a low energy home, there is one significant benefit that is often misunderstood and/or ignored—comfort. A Passive House will deliver the ultimate blend of home comfort throughout the home: no cold air drafts, no chilly feeling when you sit beside an outside wall or even a window on cold days and having the right amount of filtered, fresh air continuously circulated through every room. Passive Houses, due to their thick insulation, efficient glazing and low air leakage, minimize sound transfer from the outdoors—a big plus in noisy urban settings.

As you may expect, a Passive House will cost more to build than a standard home. However, it’s not as much as you may think, especially if a conventional heating system can be eliminated. In the end, the budget impact will depend greatly on the unique set of choices you make in planning your home. Layne’s view is that with innovative design approaches and careful component selection, he may be able to build a Passive House with a modest premium of 5-8%. “Your energy savings over time should more than offset the extra up-front cost,” says Layne.

Of course, there are potential challenges with any construction project, including Passive House. Layne suggests there are a few things to consider at the start. Site analysis is one of these, including the site’s sunlight exposure and any site layout issues. These can have a significant impact on the project’s energy requirements. Also, the Passive House protocol must be followed in each phase of the project. For example, during the construction phase rigorous attention must be paid to air tightness to ensure the home will meet Passive House performance criteria. Layne suggests that blower door tests are employed prior to the installation of final wall finishes ensuring that any air leaks can be corrected beforehand. Quality control and buy-in from the entire project team are critical to a successful Passive House project.

Whether you are looking at a major renovation or a building a new home and want to minimize your energy footprint, Passive House is a viable option. To learn more, your next step could be a chat with a certified Passive House designer. These folks, such as Layne Arthur, have the knowledge and skills to be able to answer your questions. Layne’s current project is his own Passive House with construction starting this spring. Once completed, he will offer tours of his new home and will publish its ongoing operating performance. Further down the road, his sights are set on also promoting the benefits of Passive House certification for commercial or institutional buildings. Passive House may have been nurtured in Germany, but it has its roots firmly planted in Saskatchewan.

How does a Passive Home differ from today’s standard building practice? Here are a few differences:

Extremely low air leakage, below 0.6 air changes per hour (ACH) at 50 Pa as measured by a standard blower door test. For comparison, a top quality custom home, if built with special attention to minimizing air leakage, would likely deliver between 2 to 3 ACH at 50 Pa. The less air that leaks into your home, the less energy you need to heat it.

Continuous insulation, and lots of it. Expect an uninterrupted insulation barrier enveloping the entire home, including concrete floor slabs, foundation and footings. Elimination of thermally conductive pathways such as bare concrete foundation walls or even wood wall studs that draw heat from the inside drywall through to the outdoor sheathing.

Special triple pane windows with well-insulated frames.

A heat recovery ventilator to carefully deliver fresh air to each room and recover waste heat before the exhaust air is vented outside.

Building design strategies to maximize energy conservation suited to local and site conditions.
LOYALTY LIES WITH YOUR CUSTOMER

BY VICTORIA RYAN  PHOTOS BY KRISTIN ATOR
Customer loyalty. You’ve heard the term and probably have an idea what it’s about. We think ‘frequent flyer programs’, ‘loyalty programs’ or simple coffee stamp cards when we hear ‘customer loyalty’. On average, Canadians participate in more than eleven customer loyalty programs so in all likelihood, you’re carrying a bunch of loyalty cards in your wallet to collect points, miles and stamps to get a new toaster or a smart phone or maybe even that free flight.

Customer Loyalty is Important
Establishing and maintaining customer loyalty in today’s business environment is more important and challenging than ever. Business owners and marketing managers know that the key to a stable business are the customers that will return for your product or service, whether it’s every day, week or month. Studies and research find that it is many times more expensive to acquire a new customer than to keep an existing customer happy.

To get some clarity on loyalty marketing, we asked Richard Robins, a Vancouver-based loyalty marketing expert, with over 15 years of experience in loyalty marketing and credit card portfolio management to provide some insights.

“Customer loyalty refers to an individual’s attitude and behavior as it relates to a store or brand for a product or service,” Robins explains. He provides an example of how this might work in a real life purchase situation: “Having positive feelings towards a brand does not mean I am necessarily a customer of that brand. For example, I do not drive a Ferrari but I really like Ferraris and even have a few model Ferrari cars and a t-shirt. Whereas for my winter boots, I have a strong preference for Sorel’s and buy Sorel’s when I need winter boots.”

Most marketers agree that there is more to customer loyalty than just repeat purchases or simply liking a brand or business: true customer loyalty also has elements of deeper intrinsic values, beliefs and preferences that translate into customers’ actual purchasing behaviour.

Achieve Customer Loyalty
Achieving and maintaining customer loyalty requires work. According to Robins, it all starts with a strong compelling product or service and a thorough understanding of the customer. The customer experience is the centre of the loyalty universe and needs to be considered in every touch point with the business. “Customers need to feel good about each interaction regardless of
the channel—in person, over the telephone and online,” he states. Robins goes on to explain that a satisfied customer is much more likely to become a loyal one, and a company that can deliver consistent and excellent customer service and that empowers its employees to exemplify such behaviour, is off to a great start to building loyalty.

Many businesses use a loyalty program to create and maintain customer loyalty. A program can be a simple stamp card (buy 5 lattes, get one free), or a large-scale coalition program like Aeroplan® or AIR MILES® that involve multiple companies and brands. What they all have in common is the goal to forge a relationship with the consumer in order for them to come back, or in other words, stay loyal. In Canada, some of the oldest and best-known rewards programs include Canadian Tire Money™, AIR MILES and Aeroplan.

The Evolution of Loyalty

Loyalty programs have been around for decades, dating back into the 19th century. In the U.S., S&H ‘Green Stamps’ from the late 1800s was one of the first loyalty programs in the market. Customers collected stamps redeemable for merchandise at participating stores. In the early 1900s, companies such as Kellogg and Betty Crocker created box top offers where coupons and labels printed on packaging could be collected and redeemed for prizes and merchandise. Canadian Tire Money is Canada’s oldest loyalty program having been introduced to its customers in 1958.

In the 1980s, the deregulation and increased competition in the airline industry led to most major airlines offering a frequent flyer program. American Airlines launched its AAdvantage frequent flyer program in 1981 and soon most major airlines followed with their own programs. In Canada, Air Canada’s Aeroplan program was established in 1984 and to date has more than 5 million active members.3

By the 1990s, credit cards started offering loyalty programs and the credit card industry has since been in the forefront of loyalty marketing. Today, most major credit cards issuers have partnered with large retail and airline loyalty programs, like TD® Aeroplan® Visa Infinite* Card, the Hudson’s Bay MasterCard® and the BMO® AIR MILES® Mastercard®.

Today’s Loyalty

With today’s extensive selection of loyalty programs, consumers tend to shop around for a program that best suits them. Flexibility, ease of use and instant gratification are key attributes in making a program popular. Consumers often have specific travel, financial or merchandise goals in mind and often chose a loyalty program first, and then actually adjust their purchasing behaviour to reap the desired benefits. Richard Robins emphasizes that the redemption experience has to be accessible and easy to use in order for a customer to walk away with a positive experience.

The importance of the redemption experience was recently illustrated by the AIR MILES program, which is one of the most widely adopted loyalty programs in Canada. In fall 2016, AIR MILES collectors prepared a class action lawsuit due to changes
AIR MILES introduced that included expiry dates on points, and allegedly making it more difficult to redeem points. Less than a month before the expiry date of many collectors’ points and after immense pressure from AIR MILES collectors, the general public, and potential legislative changes banning the expiry of loyalty points, AIR MILES’ parent company LoyaltyOne backed down and removed the points expiry date policy.

The Future of Loyalty

With the loyalty market maturing in Canada, marketers are facing a future where loyalty programs will need to work even harder at engaging customers. Robins believes there is an opportunity to revisit rewards and how the programs are managed to ensure the focus remains on the actual business or brand, with support by the loyalty program. “I think businesses should focus on introducing more elements of ‘surprise and delight’ into their marketing efforts to create and maintain loyalty. The impact on the brain from a neuroscience perspective is very positive. We all like to be pleasantly surprised,” he says. Surprise elements can be a simple birthday message with a special offer, or an unexpected deal that makes customers feel special and recognized. An example of a successful ‘surprise and delight’ strategy is MasterCard’s ‘Priceless Surprises’ campaign, which offer cardholders exclusive music experiences and VIP packages to high profile sporting and entertainment events.

Today’s marketers and business owners have to be savvier than ever. We are moving away from loyalty programs simply being about collecting points and miles for toasters and flights. Customers are now expecting to be wowed, surprised and entertained. However, no loyalty program can make up for a poorly designed product or poor service, and to build long lasting relationships with customers, consider an alignment of values and beliefs, or your customers’ loyalty may only last as long as it takes them to achieve the next reward.

1 https://www.the-cma.org/resource/leadership/2015-loyalty-report
2 https://www.linkedin.com/pulse/what-cost-customer-acquisition-vs-retention-ian-kingwill
3 https://www.aimia.com/content/dam/aimiawebsite/media_center/fs/Aeroplan_FactSheetEN.pdf
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What improvements can you make today that will help your business’s success in the future?

In a rapidly changing business environment it’s easy to get caught up in the day-to-day operating challenges that can consume your day, but not really advance the business goals of the organization. In such a fast paced world, you can easily take your eyes off of strategic and longer-term objectives and focus solely on the challenges of the moment.

It is important to remember that all businesses, no matter how small or large, face common challenges and the success or failure of the business is often critically tied to how strategic issues are managed. There are a wide variety of important issues business managers should focus on, such as:

Market Relevance—is the business positioned to remain relevant to customers or do new entrants, new technologies and rapid change threaten it?

Business Life Cycle—Has the business grown to its maximum size for its current configuration? Would continued growth mean a reconsideration of corporate governance, bringing on new partners, franchising, or even exiting the industry for the current ownership?

Succession Planning—Who and how will the next generation of owners come to participate in the business and eventually allow for the current owner to exit and retire?

Getting off of the Treadmill—How does the business owner get out from under the day-to-day challenges of their work? It is becoming more important for people to allow for a healthy work/life balance. Especially for business people who have devoted incredible time, money and effort into building a business; how do they effectively step away from their work with the knowledge and peace of mind that things will continue on, as they should, after retirement?

There are countless issues that confront business owners and managers and it is up to them to determine the extent and seek help when necessary. Luck favours those prepared. It is important to remember that the wheel has already been invented. These issues are not new. However, so many businesses overlook the importance of addressing them accordingly and the result is often detrimental to the health and viability of the company.

Being able to honestly and opening identify some of these issues will create peace of mind and bring value and longevity to your business. Seeking outside expertise for advice and guidance may seem like a frivolous expense, but when weighed against the value of your business and the prospects for growth, it may be one of the best investments you can make.

When did Noah build his ark? …before the rain.
The world is changing, and technology is driving that change. Silicon Valley and the San Francisco area have long been considered the hot bed of new technology—but in recent years, Austin, Texas, has exploded onto the world scene and is now considered one of the top places for start-up companies.\(^1\)

New ideas in technology, fresh company perspectives and access to the global economy are combining in Austin. Companies are taking advantage of reasonably priced real estate and intriguing tax incentives to take root and begin to grow. Established companies are moving their offices to benefit from the pool of talent and access to capital. Conditions are perfect in Austin to see huge, sustainable growth in all areas—tourism, education, entertainment and this growth is happening through their fostering of the tech industry.

Technology is driving nearly every industry in some way now—and in ways we may never have imagined. Some of the most successful companies in the world today didn’t even exist a few short years ago. Billion dollar companies have cornered markets in mind-blowing ways and record-breaking time. Uber and Lyft have changed the way people view taxis and public transit. Airbnb has changed the way people travel and stay around the world. Who could have predicted that some of the world’s largest accommodation and transport companies would have neither real estate nor vehicles?

The tech industry is driving real change, and change offers huge opportunity. The city of Austin is taking advantage of the reasonable cost of living, a large pool of skilled workers, and offering generous cash incentives to companies in return for creating jobs and relocating offices to the area—and Saskatchewan could do the same.

Saskatchewan people are born and raised to do more with less. Hard work is in the fabric of our province. Our wide-open spaces foster imagination and our harsh climate encourages community. We have two universities and a polytechnic, plus several regional colleges. We’ve got a growing, skilled workforce. The city of Austin, Texas has nearly the population of Saskatchewan. It’s no surprise that they have been able to create a thriving industry by applying incentives and taking advantage of the natural gifts their city has—ample space, access to universities, and a workforce of passionate people.

Sound familiar?

Saskatchewan has incredible talent, and with the nature of the internet, the ability to import what it needs and export what it has—and the results are starting to show. Start-ups getting on the radar in Silicon Valley, and they’re opening minds to the possibility that this province has the potential to directly contribute to technology. Recent Saskatchewan start-ups like Coconut Calendar and 7Shifts are joining the ranks of Skip
the Dishes, Vendasta and Gas Buddy—Saskatchewan tech companies making national (and international) headlines.

Saskatchewan needs to invest in tech if we want to compete, even in the face of some negativity. In 2016, Skip The Dishes made headlines when it was offered provincial money as an incentive to grow their Saskatoon workforce. The money in question—$1 million per year over three years if their workforce was expanded by 200 permanent jobs—was never actually used. Skip The Dishes never cashed their first cheque and in late 2016 they sold to a British company for $110 million. Will they now continue growing the Saskatchewan economy? Or contribute to the British bottom line? We’ll see. However, they have proven that Saskatchewan has what it takes to compete in technology at an international level—and that we need to capture the talent and opportunity presented before it’s gone.

Examining programs available in areas that have seen success in the tech industry seems like a smart move. While Saskatchewan continues to protect, and grow traditional areas of economic strength—we also need to seriously consider the impact that tech has on virtually every aspect of the modern economy. Thomas Archer, executive director of SaskInteractive believes “the province has the talent, infrastructure, educational support and true grit to grow the industry and become leaders.”

The tech industry in Saskatchewan is waking up to the advantages the province offers, and is reaching out to the world. The tech sector here is perfectly positioned to make large moves—it will be interesting to see what industry and government continue to do to foster that growth. This comparison prepared by Derek Murray Consulting & Associates for the Sask Interactive Media Association, shows how Saskatchewan’s provincial incentive programs stack up against programs offered across the country.

The people of Saskatchewan have the talent and vision here to create great things. Time will tell if that creation happens here—and could be heavily influenced by properly preparing the province to foster innovation at home. 


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<th>Provincial Incentive Environment for Interactive Media</th>
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*Creative Saskatchewan (Courtesy Derek Murray Consulting & Associates, January 2016)
The ever-growing risk of cyber attacks is an issue that every business, large and small, must devote more attention to. As technology and software advances and becomes more complex, so to do the potentials of cyber attack. Specifically, **Malware** (short for malicious software) has become the topic of conversation across the cyber security service industry.

Malware is any software used to disrupt computer or mobile operations, gather sensitive information, gain access to private computer systems, or display unwanted advertising. These types of attacks are typically very stealthy and difficult to recognize and track. Even once the attack or hacking has been discovered, it is very difficult to determine the extent of what was affected and what was taken. It is similar to the iceberg analogy, where a portion is visible, yet the bulk remains hidden.

An important malware for businesses to be aware of is being referred to as **Ransomware** (Cryptolocker). As the name suggests, this is a type of attack that locks down a company's data and then demands payment for its release. Attacks like these are often initiated on unsuspecting employees who fall victim to malicious websites or email phishing, and end up opening an attachment that activates and allows malware into their system.

It is important to understand that attacks are not only directed at personal computers. Mobile device attacks grew by an average of 17% per quarter in 2016 and this trend is steadily continuing in 2017. This demonstrates the continued sophistication of these attacks and how they are infiltrating any, and all, technology that may be holding sensitive and valuable information. Ten plus years ago these actors were focusing on stolen credit cards; now they are kidnapping highly sensitive data and ransoming it back to the owners for multi-million dollar bitcoin transfers to offshore accounts that can never be traced by the authorities.

As disturbing as these scenarios can be, companies are not helpless against cyber security concerns. Here are three areas for consideration:

1) **Technology**—What are you using to conduct company business? (computers, tablets, cellular phones, office printers, etc.)

2) **Business assets**—What corporate information should you be protecting? (customer systems, financial systems, buildings, inventory, etc.)

3) **People**—How are your employees using corporate assets to conduct company business?

These three factors need to apply, not only to an owner's consideration of their computer system security, but also security at their physical buildings. For example, hackers have infiltrated systems by leaving thumb drives outside buildings that have the company logo on them. An unsuspecting employee sees the logo and picks it up, assumes its harmless, opens it on their system, and the hack is successful. It can be that easy.

The new thinking on the subject is that companies need to have the mentality not of “if we ever get hacked”, but rather “when we get hacked”. If a company maintains sensitive and valuable information, then it is in their self-interest to develop a formal approach to counter cyber security risks.

The simplest steps to this process are: a) educating your employees on cyber risk awareness, b) implementing technology that adequately counters cyber attacks, and c) establishing a governance approach to effectively monitor and assess your cyber security strategy.

Today's digital world holds a new array of threats to companies' security. It is time to educate yourself on them.
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We are amidst a global shift toward renewable energy which, for Saskatchewan and other jurisdictions rich with renewable resources, is creating a new frontier of resource development and supply opportunity. Saskatchewan Power Corporation (SaskPower) recently announced a target of 50% power generation from renewable sources by 2030. As a result, it is expected that approximately 2,400 megawatts (MWs) of renewable energy will be developed in Saskatchewan in the next 13 years. Fortunately with Saskatchewan’s abundance of renewable sources—wind, solar, hydro, geothermal and biomass—SaskPower’s announced targets are achievable and there is plenty of opportunity for Saskatchewan developers, municipalities, First Nations, landowners, contractors and suppliers to benefit from this new Saskatchewan frontier.

The New Frontier and Private Sector Participation
Private sector engagement will be required for SaskPower to achieve its target of 50% power generation from renewable sources by 2030. The level of private sector engagement in Saskatchewan power generation varies significantly. To date, SaskPower has managed its electrical supply, transmission, distribution and sale on a spectrum that ranges from SaskPower wholly owning and operating a facility (without any private sector engagement) to an independent power producer wholly owning and operating a facility and selling electricity to SaskPower pursuant to a power purchase agreement. For new renewable energy development, however, it is expected that the vast majority of generation and supply will be obtained and supplied to SaskPower through competitive procurement and wholly owned and operated by the private sector.

While price remains the most significant scoring factor in SaskPower’s requests for qualifications (RFQ) and requests for proposals (RFPs), SaskPower’s competitive procurements are structured to promote community engagement and Aboriginal participation by encouraging (scoring) the use of strategic partnerships and ownership structures. As a result renewable energy developers are presently and will continue to undertake effective and meaningful engagement with local...
communities in proximity to a potential development site. Additionally, in line with SaskPower’s commitments to work with Aboriginal persons and communities, renewable energy developments are generally structured with Aboriginal ownership participation and/or Aboriginal employment opportunities.

In addition to these direct community and Aboriginal benefits, there exists many opportunities through the renewable energy development supply chain. Like other significant resource developments, renewable energy developers engage either engineering, procurement and construction (EPC) or engineering, procurement and construction management (EPCM) firms, who in turn, contract or subcontract with other suppliers, contractors and subcontractors. As it applies to renewable energy, supply-chain opportunities are primarily in the areas of road construction and maintenance, concrete and steel supply, component manufacturing, transportation and electrical technician supply.

**Summary of Regulatory and Legal Considerations**

Renewable energy developments give rise to a multitude of regulatory and legal considerations which vary broadly depending on the parties’ role in industry and supply-chain. A detailed overview is beyond this article, but interested parties should consult McKercher LLP’s Overview of Renewable Energy Development in Saskatchewan available online at www.mckercher.ca/resources.

For renewable energy developers, regulatory and legal considerations are significant and evolve during the pre-development, development, operation and decommission phases of a project. In general terms, renewable energy developers will encounter land (access, use and ownership) and environmental regulatory considerations, as well as contractual issues and negotiated risk-allocation with many counterparties, including:

- options to lease and leases with multiple landowners,
- strategic partnership agreements with Saskatchewan First Nations and municipalities,
- pre-development service contracts with engineering firms, environmental consultants, government and community relation firms and law firms,
- RFQs and RFPs,
- power purchase agreements with SaskPower,
- supply-chain contracts with EPC or EPCM firms,
- operation and maintenance (O&M) contracts among the many other possible contractual relationships.

Additionally, renewable energy projects require several permits from all levels of government—municipal, provincial and federal—relating to municipal development and building permits, provincial land use, highways and water related permits, and federal aeronautics, aviation and radio-communication permits. Most significantly, however, renewable energy developers will need to conduct in-depth environmental screening in accordance with The Environmental Assessment Act, which outlines the processes and guidelines for obtaining ministerial approval of a “development.” The Saskatchewan Ministry of Environment has established Technical Proposal Guidelines and recently the Wildlife Siting Guidelines for Saskatchewan Wind Energy Projects to assist developers in making a determination whether there is a legal obligation to seek ministerial approval under The Environmental Assessment Act.

**Closure**

New frontiers provide opportunities but give rise to new issues and challenges. Developers, municipalities, First Nations, landowners, contractors and suppliers are encouraged to engage experienced legal, environmental and engineering professionals to consider project-specific issues and the application of Saskatchewan’s legal and regulatory framework.
Suretuf containment packages are a patented (patent #2362105) and P.Eng. certified design. Suretuf containment packages meet or exceed all D-055 (Alberta) and S-01 (Saskatchewan) secondary containment requirements. Suretuf has been manufacturing containment packages for over 15 years. All package components past and present are compatible with one another, no dead stock.

The lightweight easy to handle drop pin connecting panels with new single slide in leg design do not require nuts and bolts for assembly providing safe, quick and easy installation or complete package relocation without special tools. Further the slide in leg design allows the entire containment systems to float with ground heaving while maintaining wall integrity. Suretuf containment packages are a zero ground disturbance system.

No caulking or gaskets required to attach the liner to the containment wall or to attach the walls together. The top mount liner with square top cap eliminates sharp hazardous edges providing greater safety when working near or around the wall.

Secondary Containment Access Door

Our Suretuf patented pending secondary containment walk through access door is P.Eng. stamped. This innovative walk through access door design meets or exceeds D-055 (Alberta) and S-01 (Saskatchewan) secondary containment standards. This industry first eliminates the need for crossover stairs and/or sting doors providing greater safety to operators and fluid haulers as the walk through door eliminates the safety hazards associated with crossover stairs in all environment and weather conditions. No more slippery surfaces and potential fall hazards.

Available in 36” and 44” tall packages and now 25” for multi-pad well sets

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WE WILL CUSTOM BUILD TO SUIT OUR CUSTOMER NEEDS
With so many training options available to organizations today, it can be difficult to determine whether their current standards for Powered Mobile Equipment (PME) training are adequate. Here are a few frequently asked questions that may assist businesses with that decision.

1. WHAT IS CONSIDERED POWERED MOBILE EQUIPMENT (PME)?
PME is defined as, “...a self-propelled machine that assists in the movement or transport of an employer’s materials and equipment or provides a work platform for workers.”\(^1\) PME refers to a variety of machines including forklifts, skid steers, telehandlers, loaders and aerial lift platforms.

2. WHY IS THE TRAINING FOR PME SO LONG?
The simple answer is that the 16-hour course is the minimum requirement under Section 154 and Table 14.1 of the Saskatchewan Occupational Health and Safety Regulations, 1996. It is designed to ensure that participants receive the optimum amount of training for their operational and safety needs. The Government of Saskatchewan website states that: “Employers are responsible for training their staff on PME within their workplace.”\(^2\) Training should cover each type of equipment the worker will operate, the operator’s manual (when available) and other safety information. Considering the increased safety concerns PME presents in the workplace, the more attention to detail devoted to this subject the better.

Once training is completed the recipient is now referred to as a “trained operator.” As per the Occupational Health and Safety Regulations, 1996, this indicates that they have successfully completed a training program that includes all of the elements set out in Table 14.1 of the Appendix for the type of PME that the worker will be required or permitted to operate; or is completing the practical training required by Table 14.1 of the Appendix under the direct supervision of a competent operator within the meaning of subclause (i).\(^3\)

3. DO YOU NEED TO HIRE A TRAINER?
No. Once you have a trained operator on staff, that individual may train other staff members. All training must include written documented records. As a standard for evaluation, trainers may use the Competency for Operations of PME Checklist.\(^4\) Training must be specific to the type of equipment being operated. As such, the PME Checklist should be modified to include specifics of the PME being used. For example, it is not at all necessary to be trained or evaluated in rigging practices during an aerial work platform course, as this information would not be needed.

4. DOES TRAINING EXPIRE?
No. Training does not expire, however the legislation states that if an operator goes three years without using their training or there is a significant change in the design of the equipment they operate; then they must be reevaluated. This is in place to set a standard of safety and ensure that best practices are being upheld.\(^5\)


\(^{2}\)Ibid.


\(^{5}\)Photo: Atlantic Training
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- ATV/UTV
- O.D.A. (Enform)
- Fire Extinguisher
- Rig Worker (Enform)
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Bob Ross is the Manager of ENFORM Saskatchewan, the safety association for the upstream oil and gas industry. Ross’s job has two challenges: keeping workers safe in the field and convincing them to maintain safe practices at home. A positive safety culture starts with changing the mindset of the individual. “Why would you do something safe at work and then not do it home?” Ross asks. “You wouldn’t drive a bobcat or lift truck at work impaired, so why is it okay to go to that snowmobile rally and drink and drive?”

Workplaces have policies and supervisors enforcing safe practices, but at home, when no one is watching, if an individual doesn’t have a safety-first mindset, they will continue to take risks. His goal is that people would take some of the safety practices they learn at work and apply them at home. “Slip trips and falls can happen everywhere. Prevention is the key. Gravity is the same everywhere. An injury at home can impact your working career permanently as well.”

Kevin Milligan, a Safety Advisor at the Saskatchewan Motor Safety Association, agrees. “In the mining industry, fleet vehicles are equipped with GPS policing. If someone speeds, the company receives a message so the risky behaviour can be addressed. It reduces risks and it reduces costs.” In personal vehicles, a driver is left to his or her own discretion.

At work, employees are also required to check in and out when travelling, and the GPS can pinpoint where workers are if they fail to check in at agreed-upon times. Milligan uses the check-in procedure with his own daughters and points out this could be a life or death safety practice.

Ross and Milligan both say that because the resource industries are high risk, they have to be well ahead of other sectors in safety policy and day-to-day safety practices. There is great awareness that safety on site is necessary for production: incidents cause shut down.

The safety culture of the oil and gas industry, with multiple contractors on every site, is one of shared responsibility. The shared responsibility for safety was established early in Saskatchewan and set in place through specific legislation and regulations. Ross explains, “The risk of one is the risk of many.”

“Saskatchewan developed regulations (section 412) for the Oil and Gas sector concerning on site competent Supervisors, before a job began, the group of employers, contractors had to sit down and there had to be a written agreement signed by all parties for who would be the supervisor on site. The group may have been business competitors, but on the job, they worked together to set up accountability and share responsibility.” This early legislation has evolved into today’s Prime Contractor legislation today.

Companies and contractors openly share injury prevention ideas with each other. “There’s no copyright on good, safe work ideas. It’s a condition of employment in the field to be safe,” explains Ross.

“There’s a whole different safety culture and mindset in the oil patch. You don’t step on a site without PPE and training certificates. The ‘right to refuse’ (unusually dangerous work) is not just a ‘right’ it’s a duty on the site. It’s a responsibility of the worker. If you don’t have the training or knowledge to do the job safely then refuse. It’s not embarrassing or intimidating to ask for instruction or assistance. Your employment is conditional on your understanding and ability to do your job correctly. It’s your job to be safe.”

Ross commends the oil industry for its high standard and demand for training, PPE and mentorship for new hires. He knows these standards prevent injuries and fatalities: “Our future depends on young workers growing up with a positive safety mindset.”
PRACTICAL TIPS FROM THE RESOURCE FIELD:

1. **Job Safety Observations:** Performing Job Safety Observations with work crews or just a single worker throughout the day. As a supervisor, going to where the work is during the day, and speaking with the worker provides instant feedback on potential hazards missed. It also allows the supervisor a chance to give positive feedback on a job well done. This builds on and reinforces the safety culture.

2. **Toolbox Talks:** Hold daily toolbox talks before work commences to focus on communication and safety. This reinforces the commitment to safety, but also gives supervisors a chance to engage workers face to face. Daily contact can help identify potential health or even mental health issues. Some mining and manufacturing companies use this time to promote pre-work stretching to prevent ergonomic injuries.

3. **Job Hazard Analysis (JHA):** Conducting a JHA prior to tasks, when a change to equipment or an additional task happens is mandatory in oil and gas and mining sectors. When a JHA is completed, the supervisor or workers will write Safe Work Procedures to mitigate any hazards identified. Supervisors sign off on the Safe Work Procedures that go with the JHAs throughout the day. This process keeps safety present in every task, on a continuous basis.

4. **Equipment Inspection:** Most companies only require daily inspections of powered mobile equipment or lifting equipment, but many highly regulated industries like oil and gas or the mining industry require pre-use inspections, which obviously increases checks, but also reduces the risks of something being missed by multiple operations or operators.

5. **Training:** The resource sector requires more training than almost any other. New workers cannot enter a site without taking and showing their certification for WHMIS, H2S, enclosed space training and more. In some cases, visitors to the worksites have to be certified before visiting.

6. **Mentoring:** New workers on an oil site receive a “green hand” sticker for their hard hats. The sticker indicates to other workers to take extra caution and time with them. New workers are partnered with experienced front-line supervisors for up to three weeks of orientation and training.

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**WorkSafe**

**MISSION:**

**ZERO**

**Work to live.**
Two years ago, the Truth and Reconciliation Commission (TRC) presented its report and along with it, 92 recommendations. We have an extraordinary opportunity in our province and our country to impact the next 150 years of our history.

The TRC’s work unveiled a dark side of our past and as a country we are at a turning point where everyone can take a stand and make positive changes for the future. In our conversations, the issue of guilt often comes up. In one of many interviews given by the Honourable Paul Martin, he summed it up beautifully: “In terms of this idea of guilt we should know our history and our history is not very pretty. I can’t answer for what happened 50 years ago, but if my grandchildren ask me what I did in my life in terms of this issue and there hasn’t been an improvement, then I certainly should feel guilt and I don’t want to and I don’t think any Canadian wants to.”

As our country embraces the Calls to Action, it is important to remember that simple actions can produce important changes. Building relationships with Indigenous people starts with generating awareness.

LEGACY STARTS WITH ALL OF US

BY CLAIRE BELANGER-PARKER

Here are just some examples that a number of organizations are already doing.

- Hosting a luncheon at work to provide education about the Indigenous community to their employees and hiring an Indigenous caterer to provide a truly unique meal experience
- Placing advertising in local and national Indigenous media
- Including Indigenous interesting facts in their newsletters
- Showcasing Indigenous artists by purchasing their works of art and prominently displaying them in their places of business
- Creating a bursary or scholarship for Indigenous students that aligns with their business
- Sponsoring Indigenous events or activities
- Fostering an internal culture that encourages staff and business associates to reach out and become better informed about the Indigenous community
- Learning more about the environmental needs of Indigenous communities and supporting them
- Supporting initiatives that support the well-being of Indigenous youth, Elders and other community members

- Attending cultural events or bringing them in-house
- Recruiting Indigenous talents or speakers to share their inspiring stories, knowledge or expertise to your organization and staff
- Watching Indigenous television networks or listening to Indigenous radio stations to explore different media coverage and content
- Partnering with local art galleries to showcase Indigenous artists
- Purchasing products or services from Indigenous suppliers
- Register to become a part of a Leadership Circle such as with Indigenous Works “which is a successful employer focused networked that brings together Canada’s leading inclusion employers.”
- Become a member of a network such as the Canadian Council for Aboriginal Business where they can help you develop your own Progressive Aboriginal Relations (PAR)
Call to Action #92 is dedicated to the corporate sector, a call that hundreds of corporations are embracing and slowly transforming their corporate culture.

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.

ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

What can you do to foster better awareness and support of Indigenous people and culture? Become familiar with the TRC Calls to Action and register your actions with the National Centre for Truth and Reconciliation www.nctr.ca. Let us build a brighter future for all Canadians.
When you’re a new entrepreneur growing a business, often the largest hurdle to overcome is money. The first few years can be hard as you try to finance a fledgling business, hoping to move it forward enough to reach the sweet spot that is growth and profitability. A new group in Saskatoon has formed to help these entrepreneurs get the financial boost they need to take their businesses to the next level. The concept came from the charitable group 100 Women Who Care, with the added twist of a Dragon’s Den style business pitch. “A group of us recognized the need for seed money in the business community, and decided we needed to create something to help,” says Jill Sauter, a local marketing consultant and Seeds for Dreams co-founder. “From that, Seeds for Dreams was born.”

Seeds for Dreams is a group of local people, all connected to the Saskatchewan business community who want to see women entrepreneurs succeed in their ventures. Together, they host quarterly “pitch and vote events” where business owners come to pitch their business in the hopes of receiving seed money to help grow their business. “Our requirements are simple. The business must be at least one year old, owned or managed by a
woman, and based in Saskatchewan,” says Jill. “Businesses apply to pitch and if they meet the requirements, the application is reviewed for completeness and then 3 companies are chosen through a random draw.”

At the crowdfunding event, each entrepreneur has three minutes to tell their story, and then seven minutes for questions from a moderator. The Seeds for Dreams members then vote for the pitch they liked best. The business with the most votes receives a $100 donation from every member (at last count, there are 64 members). The winner signs a Use of Funds agreement to ensure the money goes to business expenses but there are no debt or equity obligations. “There’s no expectation of repayment, and there’s no transfer of equity,” says Jill. “Seeds for Dreams is simply about giving entrepreneurs the money they need to grow their business.” The evening’s winner returns after three months and again at a year, to share how the money impacted their business.

Not only do entrepreneurs get the chance to pitch and possibly get seed money, they also get the opportunity to network. The Seeds for Dreams members have deep roots in the Saskatchewan business community and love to share their experience and advice with those who need it. “Participants meet potential investors, advisors and customers when they pitch,” says Jill. “Even if they don’t win, they make valuable connections for their business.”

To find out more, visit seedsfordreams.ca or email at seeds@seedsfordreams.ca
Responding to industry need for cross-disciplined workers, Saskatchewan Polytechnic launched its Innovative Manufacturing program in late 2016. Beginning in September, 2017 the two-year diploma program will be delivered at the Regina campus.

The Innovative Manufacturing program is a result of a collaboration with industry and employers. The program sets out to train multi-skilled workers using leading-edge technology and equipment. The cross-discipline design of the program provides students with a breadth and depth of knowledge and skills, ranging from mechanical and CAD/CAM engineering technologies, welding, machining, fibre, bio-plastic and composite disciplines to project management, industrial design and quality control/quality assurance strategies.

“Through collaboration everyone involved succeeds—our industry partners, our students and the future of manufacturing in Saskatchewan,” says Jamie Hilts, Sask Polytech’s dean of the School of Mining, Energy and Manufacturing and the School of Natural Resources and Built Environment.

Leading the pack

Saskatchewan Polytechnic delivers industry responsive and innovative programming in manufacturing. With more than 700 Program Advisory Council members collaborating on existing and future programs, including manufacturing, Sask Polytech has become a vital part of Saskatchewan’s manufacturing sector. These experts provide collaborative input on existing and future program development and delivery.

“The business of manufacturing is changing at a pace we haven’t seen since the Industrial Revolution,” explains Derek Lothian, editor of Prairie Manufacturer Magazine. “The increased adoption of automation and digital technologies—coupled with massive shifts in global market pressures—have spurred the need for new skill sets and a deeper understanding of the interconnected systems impacting business success. The Innovative Manufacturing diploma blends hands-on practice and theory in a way that will better prepare students for the challenges of a fast-evolving workforce.”

Continuing to support industry partners, Hilts says there are plans to expand facilities to include a manufacturing centre that
will focus on bio-plastic prototyping and testing. It will be the only one of its kind in Canada.

“The state-of-the-art facility will provide industry with access to innovative manufacturing technologies to produce and test bio-based products,” says Hilts. “It will be home to cutting-edge equipment and processes so that our faculty, students and partners can begin to discover new solutions to the manufacturing challenges faced by industry.”

**Fostering growth and applied research**

Partnering with Sask Polytech on an applied research project also means industry partners can access funding opportunities that will accelerate research and development.

As Dr. Susan Blum, associate vice-president, Applied Research and Innovation points out, there are extensive opportunities for industry growth and applied research partnerships.

“Working together on applied research partnerships, we can ensure Saskatchewan’s manufacturing sector remains adaptive to technological advancements, responsive to the changing needs of the province and valued as a contributor to a stable manufacturing economy,” says Blum.

Working with industry partners on an applied research project also means students will graduate as cross-disciplinary leaders and highly sought after employees who will bring not only a strong knowledge of technology relevant to the field of manufacturing, but the skills and ability to be effective, creative and innovative problem solvers.

“Applied research projects allow us to work in tandem with our partners to identify successful solutions to the everyday problems they face,” says Hilts. “We offer our partners the benefits that come from access to our exceptional facilities and faculty expertise.”

“The more innovative the manufacturing sector can be, the more successful they will be,” says Hilts. “We want to help them find success.”
Think of a state in the United States that you don’t know much about or even a province in Canada. Outside of the major city centres, can you name some of the smaller municipalities that exist there? If you can’t, how would you know if you wanted to move there or if it was a good spot to start a business? This was the inspiration behind Townfolio, a business founded by three Saskatchewan entrepreneurs, Davie Lee, Ryley Iverson and Craig Paul.

Townfolio was created to operate as a network or directory of Canadian municipalities. When you visit a community’s profile you will discover local statistics and specific opportunities for doing business in that municipality. They provide municipal governments with data automation and an opportunity to promote their municipality to visitors. After countless iterations, the team launched a software product in November 2015 to aggregate and visualize public data, automating the community profile.

Prior to leaping into entrepreneurship, Craig was working on development teams for start-ups and small businesses, Davie worked in technical roles for numerous industries and Ryley was a small business consultant. Today the trio have taken their past experiences and brought them to the table to develop Townfolio. Craig plays the role of Townfolio’s “best kept secret” as a full stack programmer and coder. Davie is what Ryley calls the “in-house unicorn” with his technical skills and ability to not just hide behind a computer screen and be a people person. Lastly, Ryley is the business mind behind Townfolio as the lead strategist and promoter.

When Davie was working in International Site Selection helping European companies search for new locations in Canada to expand, he realized that there were limited resources available to make decisions. However, at the same time municipal governments employ economic developers to promote their municipality among numerous other job duties. After hundreds of conversations with economic developers across Canada, Townfolio learned that they do not have the time, budget or technical skills to address these pain points. That’s how Townfolio confirmed the need for a service like theirs.

Of course developing a business, especially one that has the government as a primary customer can come with many challenges. There have been many learning curves along the way. The business trio soon learned that decisions, when working with the government, can often take a long time to be made since they don’t buy like the private sector. They also learned the difference between operating a business that was just an idea waiting to be validated to a quickly growing company. “There are two very different stages and they cannot operate in the same way,” Iverson explains. “When in validation we strived to operate as simple and agile as possible. Once our business started to take off and grow quickly, systems needed to be implemented and this has been a big learning curve for us.”

Part of getting Townfolio to that validation stage was being a recipient of the Spin Master Innovation Fund, a program run by Futurpreneur Canada and Spin Master Ltd. that helps support innovative entrepreneurs and their businesses. Townfolio mentioned that being part of this program was one of their biggest milestones from this past year. “The Spin Master Innovation Fund has opened many doors to amazing mentors who want to help and provide great advice,” shares Iverson. “Needless to say, we have learned a lot from these people.” Iverson also explains that receiving the validation from being selected among several applicants for this program was incredibly valuable for them. “Being named one of the Spin Master Innovation Fund recipients has helped us build legitimacy in the eyes of customers, partners, the media, etc. faster.”
Have you thought about how today's low mortgage rates affect you personally? Debt consolidation and refinancing are hot topics right now. Is this the right choice for you? Maybe you've considered taking out equity to buy a rental property or do a home renovation. Or maybe a responsible family member or friend has told you to increase your mortgage payments to rid yourself of that debt. There are so many options out there and many people do not fully understand the terms and conditions of the biggest investment of their life. There is more to a mortgage than just making the monthly payments every month for 25 to 30 years. Let's talk about how you can make your home work for you and potentially save you thousands of dollars in the long run.

Most homeowners have equity in their homes if they've owned them for a number of years and/or their home values have increased. Plus, many homeowners also carry a substantial amount of consumer debt or other types of loans with high interest payments. As such, there are many reasons to consider refinancing your home, and it's more common than you think. In Canada, most lenders will refinance up to 80% of the appraised value of the property, freeing up cash (equity) for you to live more comfortably and get financially ahead. With low mortgage rates, you may want to consider refinancing even if that means paying a small penalty to break your current mortgage. With even just half a percent less than what you're currently paying can save you thousands of dollars over time. You gain the benefit of lower monthly payments and every dollar you save now is one less dollar you have to pay the bank.

Consumer debt is the number one reason people refinance their homes—to consolidate debt. If you are carrying any amount of existing debt with a higher interest rate than your mortgage rate (think credit cards, lines of credit, student loans, or car payments with high interest payments) you might want to think about refinancing your home to include these debts. It can
significantly reduce your monthly payments, not to mention the interest you are paying the bank every month.

Can you relate to this financial situation in any way? The monthly savings through debt consolidation can dramatically improve your quality of life, lower your stress level and help you sleep at night. If you put $400 dollars of the $831 you would be saving per month towards your principal mortgage amount, you could also pay off your mortgage 10 years earlier, and that includes all your debts!

This might also be a good time to renovate your kitchen or develop that basement that you have been talking about for years. These types of home improvements will add tremendous value to your home while the cost of borrowing is minimal. Bathroom renovation, building a garage, or adding square footage onto the home are also excellent investments.

Investment property can also be a good option if you have substantial equity in your owner-occupied home, the rental market is strong in your area, your credit score is good and you have a desire to be a landlord. In Saskatchewan at this time, this option taking place more and more with people that can qualify. With mortgage rates being so low right now, it gives homebuyers a great opportunity to maximize their wealth by getting tenants to pay off their mortgage loans for them.

Other investment opportunities may also be available to you. This option isn't for everyone and can be risky. Sometimes an investment opportunity presents itself and with the low mortgage interest rates today, it's often smarter to leverage your mortgage for a potentially dramatic gain.

One size doesn't fit all when it comes to finances and financial planning for the future. Make sure to speak to a knowledgeable broker and explore all of your options before committing to big financial decisions. Mortgage Brokers work for you, not the bank. They can help educate you on all areas of finance, credit bureaus, consumer proposals, bankruptcies and to explain all the terms and conditions that you don't understand. Their services are free of charge and they are passionate about educating people on all options available depending on individual financial goals.

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**CONSOLIDATE WITH:**

| New Mortgage @ 2.59% (approx. current 5 yr. fixed rate) | $296,000.00 | $1,243.41 |

**MONTHLY SAVINGS:** $831.77
These days, everyone recognizes the red helicopter when they see it flying. It means that somewhere in our province, someone needs help, and STARS is on a rescue mission. STARS (Shock Trauma Air Rescue Service) is fast becoming an integral part of Saskatchewan’s health-care system, helping save lives every day. With bases in Regina and Saskatoon, STARS has flown more than 4,000 missions to 500 communities across the province since its launch in 2012. “We’ve been serving the people of Saskatchewan for five years, and, with our partners in the chain of survival, we’ve helped save thousands of lives,” says STARS spokesperson, Mark Oddan. “That’s what motivates us every day of the year—knowing that when our helicopter leaves the base, it’s on its way to help someone in need.”

STARS got its start in Calgary in 1985, when STARS founder Dr. Gregory Powell lost a patient. His patient, a young mother, died enroute to hospital from her rural home because ground transportation was too slow when time was of the essence. Dr. Powell had worked as a physician during the Vietnam War, and had seen helicopters used by Mobile Army Surgical Hospital (MASH) units saving lives simply by being faster for patients to get to medical care. He founded what would become STARS, and the first mission was carried out December 1, 1985. Since then, STARS has become part of the cultural fabric in Alberta, and stretched out from its first base in Calgary to include Edmonton, Grande Prairie, Regina, Saskatoon and Winnipeg. “We have a remarkable history,” says Oddan. “And the needs of the communities we serve grow every year.”

In Saskatchewan, STARS carries out three missions per day on average. For a province of 1.1 million people, that’s a remarkable number. “Saskatchewan is a big province, and its population is widely dispersed,” says Oddan. “This means that someone requiring urgent medical care can be hours away by ground from a hospital. That’s what we do—significantly reducing transport times, with medical care and equipment on board that you’d find in an ICU.” The STARS flight crew consists of a critical care nurse, an advanced life support paramedic, and two pilots. In cases of extreme medical assistance, emergency transport physicians also fly with the crew, and they are available for telephone consultation during every mission. STARS captains have a minimum of 3,000 hours flying experience and are trained to fly with night vision goggles. Plus, the helicopters also have powerful search lights and can land on highways, fields or any area deemed safe.

STARS provides a much-needed service in Saskatchewan, and half of their funding is paid for by the provincial government. The other half comes from fundraising in the community, including corporate donations and of course, STARS’ eponymous home lottery. The 2017 STARS Lottery Saskatchewan will be the biggest...
ever, with more than 2,000 prizes worth more than $4 million combined. There are two homes to be given away—one in Regina and one in Saskatoon—each worth $1.5 million, professionally decorated and fully furnished with front landscaping. There’s also an early bird truck and luxury sport boat package, seven vehicles, eleven vacations, a ton of home electronics and experiences and the lottery’s popular 50/50 draw. That draw last year was worth $775,500. “We’re incredibly excited about this year’s lottery, as it offers fantastic prizes for a worthy cause at an affordable price,” says Oddan. “Tickets are only $60 each, two for $100, six for $250, or twelve for $375. And your name is eligible for every draw of every prize.”

However, the most important part of the STARS lottery isn’t the winning. It’s the giving. Not only does STARS impact the lives of the patients it carries on missions, it also touches families and communities every day. 4,000 missions in five years is way more than a number. It’s literally giving people another chance at life. $60 isn’t much to ask, knowing that it will give someone and their loved ones the very best gift of all.

Moments after I met our fourth son, Emery, my health went downhill rapidly. A scheduled C-section had led to profuse bleeding. “I have to put you to sleep now, Bonnie,” a doctor at our local hospital said in my ear. I awoke two days later in ICU to learn I had nearly bled to death following complications from my surgery. I learned I was in critical condition when STARS arrived, and I was running out of time. Using their skills and knowledge, my air medical crew stabilized me en route to hospital enough that I would survive surgery. It’s amazing what these people can do in the back of a helicopter! Since my mission, I have shared my story with friends and strangers every chance I get. I launched a Mother’s Day fundraiser in my rural community and donated more than $18,000 to STARS. Volunteering my time is the least I can do. Without STARS, I would not be here. My husband, Dayle, would be raising our four boys alone, and that would have left a big hole in our family.

—Bonnie,
STARS Very Important Patient
More than 40% of the farmland in Canada is in Saskatchewan, which comes as a surprise to many. Among the numerous agricultural exports from our province are cereal grains (wheat, oats, rye and barley), oilseeds (canola and flax), pulses (peas and lentils) and edible oils (canola), and are worth an impressive four million dollars to our economy annually, according to Farm & Food Care Saskatchewan.

But not all of our bounty is leaving the province. Especially as young entrepreneurs open new restaurants, develop unique local edible products and start businesses aimed at showcasing Saskatchewan food, more attention and dollars are helping grow our food scene even further.

Brand new to Saskatoon is The Local Kitchen, started in the revitalized Riversdale neighbourhood in new development The Blok, by three young women who saw a need for a commercial kitchen space where others could kick-start their food businesses. “We have access to an amazing amount of delicious local ingredients and culinary talent that has lots of room to develop”, says Bailey Wilmot, a co-owner of The Local Kitchen.

A food hub like this allows bakers, caterers, food trucks and those with a culinary talent, to have an incubation space and also a place to collaborate, something Saskatoonians typically do very well.

Another facet of this new food-focused business is their cooking classes, which encourages locals as well as visitors to our city, to get engaged with local ingredients. Highlighting how to use Saskatchewan ingredients, the cooking classes are taught by talented chefs, dieticians, nutritionists and butchers, and have been very well-received so far.

In the spirit of collaboration, The Local Kitchen, as well as several other culinary businesses in Riversdale, work with local event planners Barbi Peterson and Katelyn Cochlan from The Black Door Events, on neighbourhood dine-arounds. Barbi says a dine-around like going on a cruise where at each stop people get a taste of what the location has to offer, hopefully enticing them to come back for more.

With so many unique food experiences available, The Black Door Events dine-arounds have surprised visitors with the diversity of
Saskatoon's local food scene. “People have been delighted by the food and intrigued by the vibe at the many local restaurants,” says Barbi.

Typically they customize their dine-arounds for particular groups, such as convention delegates, and with that group in mind select local businesses that best show off our city’s local flavours.

Many of Saskatoon's local flavours are also shown off in what is now a highly anticipated food festival in September in Riversdale, YXEats. Heading into its third year, YXEats targets those looking for a staycation or vacation, and invites them to experience Saskatoon’s local food scene. For the first time this year, The Local Kitchen and The Black Door Events will work together at YXEats to involve not only Riversdale’s local restaurants, but many Saskatchewan agricultural producers. With such varied food being grown in our province, there is a lot of interest in where our food comes from. Cooking classes and events tied to the producers themselves will help connect people more closely to their food.

Tourism Saskatoon often talks about the city’s burgeoning culinary and craft drink scene, which has garnered a lot of press internationally. Last November, Vogue ran a story online that included mention of some of Saskatoon's top chefs and restaurants, saying the largest urban city in the province, is “stealthily gathering cred among those in the know.” The Toronto Star writes “A food revolution is underway in Saskatoon, thanks in part to the revitalized Riversdale neighbourhood, which has become a catalyst in encouraging entrepreneurs to set up shop.” Additionally, well-known Canadian culinary writer and cookbook author Amy Rosen wrote in The Globe & Mail about the local food scene, saying “Saskatoon is totally happening.”

While this is still news to many locally, nationally and internationally, there have been many Saskatchewan farmers, chefs, entrepreneurs, event planners and tourism employees, working to grow our strong farm to fork culture. The spotlight is finally being shone on Saskatoon's varied local food scene. With the business it means for our province, we are all too happy to bask in the glow.

Aviva Kohen is the Director of Media for Tourism Saskatoon. She's also an experienced Saskatchewan event planner and writer.
Clean energy is a well-used term these days in Canada. Considering the historic advancements in energy production, clean is an adjective not often used to describe the energy that fuel our cars, our factories and our economy. Until relatively recently, energy production was undertaken with little focus on the ecological impacts that it created. Public opinion and the environmental movement have changed this and as a result, cleaner methods are benefiting everyone.

Sources of renewable energy have been demonstrating themselves as viable ways for residential and commercial entities to leverage the many benefits that these new technologies have to offer. Advanced Energy Inc. is one such company. They have proven expertise in the field of solar energy and are benefitting the bottom lines of their clients while improving public perception and helping reduce their environmental impact.

With the same core team that Advanced Energy started with in 2001, the company showcases a diverse range of expertise that has driven its success over these many years. “Our experience is important. We feel it’s our attention to detail that sets us apart,” says Dwayne Snider, owner and president of Advanced Energy. Having installed over 1,000 renewable energy systems for a variety of customers, Dwayne’s key vision and direction has remained consistent—it’s about creating efficiency.

“Traditional energy production is a bedrock of Canada’s economic strength as well as a requirement for our own high standard of living,” says Dwayne. Advanced Energy’s objective is highlighting the growing importance of mixing traditional production with sources of renewable production. Dwayne works hard to change that perception that all too often characterizes this issue: if you are for traditional energy production, you must be anti-renewables and vice versa. This polarized public opinion stifles potential developments and efficiencies that collaboration can produce.
Advanced Energy breaks this standard with technological innovations in solar energy that are designed for industrial use. Their micro solar power plant, POWERBLOX, is designed specifically for commercial and industrial markets. The system presents several important benefits including: the cost savings associated with reduction of consumption from traditional grids, the improved public perception companies receive as backers of renewable power initiatives, and most importantly the knowledge that you are actively doing something that is helping the environment.

Canadians care deeply for our country's environment. People are active with outdoor activity whether it be weekends at the cabin, hunting and fishing in northern forests or simply taking the family to visit one of Canada's parks. As sources of renewable energy become more and more economically attractive, companies have an incredible opportunity to demonstrate their value as not only important industrial and economic factors, but environmental ones too.

The POWERBLOX system is one such opportunity companies should consider when looking to reduce their energy costs and environmental impact. POWERBLOX follows a global trend of micro solar power facility development as energy costs rise and new threats of carbon taxation emerge.

"Using renewable energy is not about ridding the world of non-renewables. That's simply impossible. It's about co-generation and creating sustainable energy sources for our current and future needs."

*Dwayne Snider, President, Advanced Energy*

Representing an initial investment of $61,120, and connected to SaskPower NET meter program, at current retail kW/hr rates, the POWERBLOX's average annual return on investment over a 20-year period is 11.25%. Over this time, the ROI represents an incredible $137,680.47. A Federal Government accelerated Tax credit is also available for business and industry customers adding even greater ROI.

Designed and engineered with space saving in mind, the POWERBLOX only requires a flat area of approximately 30' x 80'. Moreover, the units are made for easy assembly. Prebuilt at Advanced Energy’s site, the units are designed for quick assembly and can also be re-located in desired. Having a smaller unit ensures easier proximity and assembly to existing grid power or meter location, which in turn translates to increased return on investment.
In an oil and gas sector that has been challenged over the past few years, Big Bore Directional Drilling is a company that when faced with adversity is able to adapt and weather hard times. Established in 2009 by founder Doug Fisher, the outfit had only one rig but a huge desire to grow. By building a reputation as a leading service provider, they did grow—quickly. They dig deeper bores and install longer pathways that are cost-effective, safe and environmental-focused, making Big Bore a true company of quality.

Big Bore’s core expertise lies in directional drilling, horizontal directional drilling, boring and trenchless installation with rock drilling expertise. As a way to ride out the downturn in oil prices and diversify their services, Big Bore expanded into a complementary sector and began offering work for fibre optic drilling services. “The main area of growth in the last year has been in the fibre optic industry. With the price of oil where it is, it really hasn't resulted in the pipeline work that we would typically do so we branched off into the fibre optic world with smaller rigs doing installation and feeder work,” says Des Ross, Big Bore Operations Manager. This diversification has allowed Big Bore to stay competitive in a demanding sector and improved the service that it offers its customers.

With a major emphasis on safety, Big Bore maintains that an exceptional safety record is not going above the standard—it is the standard. On a recent Certificate of Recognition (COR®) audit done by the Saskatchewan Construction Safety Association, the company received an impressive 95%. Big Bore attributes this success to the hard work and commitment that all their employees put into their safety program. The company takes safety seriously and continuously strives to create and maintain a culture of safety for their office staff, field crews and all worksite visitors.

Big Bore's commitment to safety also supports the company's corporate culture. When a company demonstrates its value for its employees, that value is returned many times over. “Our crews are among the very best in Western Canada,” says Ross. This shows the faith the company has in its people and the work ethic the employees show to Big Bore.

Another commitment worth highlighting is Big Bore's concern for environmental practices. “We use environmentally friendly products wherever possible and we follow good environmental policies,” says Des Ross. Part of this process is maintaining clean work sites and fleet equipment. Concern for the environment
is growing in the oil and gas sector, and Big Bore’s commitment is another example of how they stand out as a good corporate citizen and a good employer.

Whether it’s safety or the environment, Big Bore credits their success to effective hiring and training. “We put a lot into training our staff and we look for the best and the brightest. We want people that can think for themselves and know what they’re doing and innovate,” says Ross. This investment in their employees brings about great returns as the excellence is apparent in their work.

As the oil and gas sector improves and the economies of Saskatchewan and Alberta pick up, there will be a number of service companies ready to meet the challenge; Big Bore Directional Drilling is one of them.

“We want to build the perception that we are the place that people want to work, and we work hard to do that. We look after our people, and in return, our people look after us. Everybody’s equipment is the same these days and we’re only as good as the people that operate it. We realize this and in that regard we strive to make sure that our people are looked after.”

- Des Ross, Big Bore Directional Drilling
Since 2008, Saskatoon's Studio D has been capturing moments for the city's business community. Owner Matt Ramage and studio manager Julie Isaac have honed their craft for nearly a decade, ensuring that each client gets their best work every time. Whether you need a professional headshot, photos at a corporate event, or the bird's eye view taken high above, Studio D can get it done and supply breathtaking imagery for your business.

“We started out of my home in City Park almost ten years ago,” says Matt. “We grew quickly, and moved into our current 1400 square foot studio in Saskatoon's first co-working space five years ago.” Today, Studio D provides professional commercial photography for businesses big and small, in their studio and on location. No matter if you need photos from an industrial work site, a professional event, an architectural shoot or something taken high in the sky, Studio D can do it all. “We're a full service commercial photography firm, with abilities in all types of photos,” says Julie. “We're not afraid to get dirty to get the perfect shot.”

These days, Studio D is wowing customers with their professional aerial photography and video expertise. Equipped with a high-resolution drone—not a flying Go Pro—Matt and Julie can capture amazing aerial images of construction sites, cityscapes, countryside or anything else a customer can think of. “Drone technology has taken commercial photography to an new level and makes it more affordable,” says Matt. “Drones are allowing us to take shots that we'd never be able to get before without massive costs.”

Whatever your photography needs, Matt and Julie are committed to their clients' success. They see photography as an investment, and that investment should yield high returns. Studio D's ability to think creatively for the clients makes their work stand out in the crowd. Let Matt and Julie take your business imagery to the next level. Visit them online at studiodyxe.com or in studio at 220 – 20th Street West.
STUDIO D

220 – 20th Street West
Saskatoon
(306) 717-2850
studiodyxe.com
From a sheer productivity and efficiency perspective, the forklift stands out as a truly remarkable invention. Created in 1917 by the Clark Company, the forklift (then called a truck-tractor) quickly drew much attention. Over the years, the design and variations have changed to meet the wide variety of business needs. In fact, the forklift changed the way warehouses were designed—with the ability to stack heavy loads higher and higher, business owners saved money building taller warehouses instead of ones with greater ground space. Today, the forklift is a standard machine in every warehouse. In Saskatchewan and Manitoba, Superior Forklift Ltd. is one of the best names in the business.

Founded in 2001 by Brian Weisbrod, Larry Geni and Sid Hurrell, the company began its humble roots as a small shop in Regina providing equipment services. As any ambitious company does when presented with opportunity, Superior Forklift has expanded to meet the ever-changing needs of its clientele and the sectors they serve. Now, the company has three locations in Regina, Saskatoon and Winnipeg and has developed partnerships with many equipment suppliers and vendors.

Superior Forklift’s vision is to become the largest forklift company with the biggest market share in Saskatchewan and Manitoba. Their motto is, “We are much more than forklifts—it’s amazing what you can do.” This applies to their unwavering dedication to customer service. Whether it is the sale of a new unit, the renting of a piece of equipment for a one-day job, or training a new operator, Superior Forklift strives to meet all their customers’ needs. Across all three locations, there are some 40 employees committed to this high standard of excellence.
After farming for 30 years, Brian Weisbrod, President of Superior Forklift, decided to pursue his passion for machinery. Brian is a Red Seal Millwright with over 30,000 hours in the millwright trade. Along with his partners Larry Geni and Sid Hurrell, there is an extensive amount of experience and a passion for machining. With their insight in the industry, they knew the importance of the forklift and the role it would play in Saskatchewan as the province developed.

Superior Forklift is proud to be a locally owned and operated business. Their focus on customer service drives them to constantly look for the best products and services. Their most recent venture has resulted in a rewarding partnership with KIOTI Tractors. Their effective marketing strategy has done well to bring them exposure to their potential clients and partners. This became evident in 2012 when Load-Lifter Manufacturing Ltd. named them New Dealer of the Year.

The company offers products and services including forklifts (propane, diesel and electric), pallet jacks, ice resurfacers, scissor lifts and loading docks. Their primary markets include towns, villages, farms and acreages where small reliable equipment is needed to maintain property. There is almost no end to the type of equipment needed and Superior Forklift can provide it. There are many attachments available from snow blowers to mowers, plus tillers, backhoes, cultivators, rakes and blades.

Superior Forklift’s focus is set on providing quality products and responsive service to ensure their customer’s complete satisfaction. The company is set expanding their business and increasing market share by partnering with the best equipment suppliers and vendors. This strategy will ensure their ability to maintain a high level of customer service and business excellence for years to come.
On the last page of every issue of Industry West, we find a Saskatchewan business person 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 business person to pick their favourite Proust questions to answer.


1. Where are you from?
   I was born and raised in Regina.

2. Where did you attend school and what did you study?
   I obtained a bachelor’s degree from the University of Regina. My major was English and my minor was Sociology.

3. What is your career history?
   My most recent tenure was at Access Communications Co-operative. I started there selling cable door-to-door while I was in university. Over the decade I spent there I held several positions from marking underground cable lines, to the assistant to the Vice President, and finally I found my place in the Engineering Department. It may seem like a strange place for an arts graduate to spend time but I think they appreciated someone with a different perspective who could also proofread their correspondence for them.

4. What is the best piece of business or career advice you have or have been given?
   Try. Fear of failure is paralyzing but when you get past it and do try to create something of your own it truly is very rewarding to watch it grow. And if you do fail, learn from it and try again.

5. What’s your favourite thing about Saskatchewan?
   Summer. Gardening, bare feet, sunshine, beach days, farmer’s markets, road trips, Regina Folk Fest, backyard bonfires, camping. Yes, please!

6. What is your idea of perfect happiness?
   I’m not sure I believe in “perfect happiness” but I do try and recognize and savour the happy moments in my daily life. There are moments in every day that fill me with so much gratitude. A few things that consistently make me happy: my family, my work (and the people I get to meet at the market), chocolate sponge toffee crumbled on vanilla ice-cream, beach days, and puns.

7. What is your greatest fear?
   A zombie apocalypse. I have zero survivalist skills and I’m not a very fast runner so my brains would be lunch in no time.

8. What is your greatest extravagance?
   I spend a lot of money on food. I aim to gather the most clean and healthy things I can to nourish my family. I exclusively buy our meat from a local farm that has healthy, grassfed animals. We love local vegetables, pastured eggs, and fresh sourdough bread from the Farmer’s Market. I don’t live a very extravagant life but food is the place where I will splurge and get the good stuff.

9. What or who is the greatest love of your life?
   Can I choose 3? I get to share my days with my 2 boys, Fynn and Soren, and my husband Darryn. They are all kind, generous, funny, amazing human beings and I am incredibly lucky that they are part of my life. I love each one of them completely.

10. What is your most treasured possession?
    My grandmother loved to cook and it definitely made a big impact on me and resulted in my love of good quality and homemade food. One Christmas she gave me a handwritten cookbook entitled “Holly’s Little Book of Nanny’s Recipes” that has a picture of the two of us on the front. It contains all of our family recipes and many little notes and tips on how to get good results. It’s really very special to me.
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