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YOUNG'S EQUIPMENT INC.

SPECIAL REPORT: POWERING UP SASKATOON'S TECH SECTOR
RETAIL IS DEAD, LONG LIVE RETAIL
COLLABORATING TO CULTIVATE CREATIVITY AND CULTURE
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WITH INDUSTRY WEST PUBLISHER, PAUL HUBER

This issue, Industry West chose to highlight Saskatchewan's manufacturing and retail sectors. There are many recognizable names that stand out as giants in Saskatchewan and we're very happy to be featuring one as our cover story. Many people don't realize the economic impact these companies have on the economy and the important contributions they make every day.

Not much has changed in Saskatchewan regarding the innovative spirit of our manufacturers. Anybody who has visited one of the Western Development Museums recognizes this as they walk through turn of the century agriculture equipment that looks like it could be from the set of an old science fiction movie. Speaking of science fiction, ask any Saskatchewan trade ambassador what people think of Saskatchewan manufacturing overseas and they will tell you that it's like looking at spaceships compared to the equipment that they use. Enjoy this issue, and if you didn't get my reference to the Western Development Museums, do yourself a favour and go visit one.

On another note, you will notice a gentleman with me in the photo above. His name is Shane Luhning and we have featured his work in our previous issues, not to mention this issue's cover shot. Shane has a B.F.A. in Film and Video Production from the University of Regina and ten years of freelance experience. We're branching out into video production so keep an eye out for our work. If you're interested in profiling your company through video please don't hesitate to email us at info@industrywestmagazine.com.

I would also like to thank my friend Wyatt Heiberg of Flat Clothing, the new Saskatchewan apparel company, for donating the shirt I am wearing. Flat Clothing likes to poke fun at the Saskatchewan stereotype and lets people show their love for the province. You can find them at meanwhileinsask.ca.

Have a wonderful fall, and we'll see you in January for our winter edition.

-Paul

P.S. Be on the lookout for our first consumer publication, Merry & Bright: Saskatchewan’s Local Holiday Guide. It’s out in businesses and hitting mailboxes right now, and has everything you need for a great holiday season from fantastic local companies and artisans across Saskatchewan.
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Paul McLellan, CEO of Alliance Energy Ltd., answers our Industry West Proust-style Questionnaire
I received Industry West Issue 2 (I have never seen your publication before). It is nice to read Saskatchewan content.

A correction re: your Saskatchewan airline story—it was not American Airlines that dropped Regina to Denver and Chicago flights. It was United. American has never flown to Regina in my memory.

Regarding the rest of that story, it was very Saskatoon-centric. There’s nothing about the Regina travel experience that is “Cleared for Takeoff”. It’s more like “Grounded and Awaiting Maintenance”.

The business community in Regina is extremely frustrated at the lack of direct flights from Regina to the U.S. This makes travel much lengthier and much costlier. I know a few people who drive to Saskatoon to fly to Minneapolis, but Delta is holding Saskatoon hostage with the prices they charge.

A friend recently paid $1,800 return for that flight. I had a quote on a direct Delta flight from Atlanta to Vancouver last week for $239 Canadian dollars. It is obvious that when there are no other options in Saskatchewan, we pay through the nose.

If the air travel situation does not improve for Saskatchewan, and particularly Regina, business people will be forced to consider relocating to places that they can get in and out of. It would have been nice if your story had focused on the reality here on the ground.

Sincerely,
Brad Farquhar, Executive VP & Chief Financial Officer
Input Capital Corp. - The Agriculture Streaming Company

*Industry West* welcomes original letters from readers. Letters will be edited, usually for grammar, spelling, clarity and libel. We do not print form letters or open letters addressed to another person or institution. The choice of letters for publication is at the discretion of *Industry West.*
There are as many characteristics to a lean organization as there are lean experts. Everyone has a unique definition, a personalized approach, and an underlying set of core values.

In my near-30-year-career in manufacturing, however, I've found there are six attributes universal in businesses that embrace true lean thinking: They are laser-focused, aligned from the boardroom to the shop floor, relentless in their pursuits, fully engaged, team-oriented, and sustainable.

The first five are not exactly news. In fact, they are the underpinnings to general business success altogether. But the definition of the last trait, sustainability, often elicits livelier debate.

Indisputably, there is a long list of synergies between what it means to be a ‘lean’ and ‘green’ manufacturer. Both strive to reduce waste. Both promote resource productivity. And both hinge on continual learning and a common understanding.

The primary difference lies in the priority. Lean organizations are fixated first and foremost on delivering value for the customer. Green organizations, meanwhile, are dedicated to managing their environmental impacts.

That’s why hundreds of manufacturers coast-to-coast are now beginning to integrate the two concepts into single, unified ‘true north’: Lean and green.

In real business terms, it fits with the premise of the ‘triple bottom line’ — people, profit, and planet. Some have advocated adding a fourth pillar — purpose — to create a more seamless organizational alignment, which further lends to the argument that lean and green belong together after all.

Think of it this way: Lean is your eyesight — the practical vision of where you need to go and how your organization will operate to get there. Green is the lens through which you are seeing, using traditional lean thinking to bring into focus wastes you may otherwise overlook.

There are seven environmental wastes that touch virtually manufacturer: Energy, water, materials, garbage, transportation, emissions, and biodiversity. All of these consume significant resources, add cost, and detract from margins. This is doubly true in a changing regulatory climate that is attaching new premiums to how these wastes are managed. Just think of the federally-mandated carbon tax.

Being a lean and green manufacturer, though, means not compartmentalizing environmental wastes from the basic lean wastes we’ve all come to understand. Reducing the number of product defects, for example, also reduces the materials...
consumption and mitigates the energy required to produce a replacement part. The elimination of excess inventory is no different. It cuts back on the power needed to store that inventory, and, in turn, generates positive ecological and financial benefits.

Here at Canadian Manufacturers & Exporters (CME), we have developed a Lean & Green 101 workshop to help companies understand this correlation and begin to use a modified set of tools, from environmental value stream mapping techniques to energy flow charts, so that employees and managers alike can recognize opportunities for improvement and identify appropriate performance indicators.

But don't just take it from us.

The perennial king of lean, Toyota, has long embraced this symbiotic relationship. Earlier this year, Toyota Motor Manufacturing Canada (TMMC) was even named one of Canada's Greenest Employers.

As part of its environmental management system, or EMS, TMMC embeds environmental engineering specialists across each of its departments to find efficiencies in its manufacturing operations that lead to a reduced environmental footprint. This system also includes in-house and external audits, as well as an annual sustainability report to foster public commitment to measured progress.

Today, across its three Ontario plants, TMMC uses returnable packaging for 99 per cent of its North American-sourced parts, and has been successful at recycling 96 per cent of its physical waste. Furthermore, it boasts a heat recovery steam generator that produces enough electricity to power the equivalent of 7,000 houses.

So, why do they do it? Why does Toyota invest millions of dollars per year in bettering its environmental stewardship?

The answer is in the nucleus of the lean and green philosophy: It’s equal parts good business practice and the right thing to do.

No organization gets there overnight. As every lean purist will attest, it’s about the journey. And to help guide you along that journey, there are four benchmarks by which to measure your headway.

The first is where the overwhelming majority of Prairie manufacturers find themselves. In this stage, companies seldom monitor their environmental performance, and have limited understanding of how lean thinking and green practices can co-exist.

The second stage is characterized by a basic knowledge and implementation of lean tools, coupled with an awareness that the elimination of environmental wastes may lead to enhanced customer and organizational value. This is where many enterprises turn to groups like CME for training.

The third stage is perhaps the most difficult to reach. Here, companies fully embrace the notion that lean and green practices do add significant customer and organizational value. While lean and green practices are commonplace, they are generally viewed and executed separately, with KPIs managed primarily at the operational plane.

And, the final level is the complete symbiosis between lean and green. These high-performing manufacturers are aware of the direct and indirect impacts stemming from their actions, and have well-established mechanisms in place to continuously improve their performance. KPIs are monitored alongside organizational objectives. Employees are conscious of their role in the greater environment, and are proactively engaged in improving processes.

The real question is: Why do lean and green remain separate in your organization?

Is there a good reason? Or is it because you are avoiding the clear signs the marketplace is giving you?

Lean and green is about each of the 4Ps. Ignore one, and you ignore them all. It’s your job to bring them together.

Darryl Minty is certified as a Lean Master Black Belt, and serves as interim vice president of Saskatchewan for Canadian Manufacturers & Exporters.

This article was originally published in Prairie Manufacturer Magazine.
LIKE ONE OF THE FAMILY—
YOUNG’S EQUIPMENT INC.
BY BROOK THALGOTT
YOUNG’S EQUIPMENT BY THE NUMBERS

FOUNDED

November 1st, 1988

FOUNDSING PARTNERS

Lloyd Young, Tim Young, Bill Young, Ron Young

SHORT LINES

Bourgault, Kubota, Apache, MacDon, Degelman, Seed Hawk, Highline, Vermeer, Honey Bee, Walinga, Land Pride, Sakundiak, Buhler Farm King, NDE.

LOCATIONS

Regina, Moose Jaw, Assiniboia, Windthorst, Weyburn, Davidson, Raymore, Watrous and Chamberlain

EMPLOYEES

270+ and looking for more

AVERAGE PARTS INVENTORY

Over $14.7 million
Young's Equipment Inc.—the largest Case IH Agriculture dealer in Saskatchewan—has been working alongside farmers in the agriculture industry for nearly 30 years. As a partner and advisor to farming operations big and small across southern Saskatchewan, the company prides itself on the relationships they have built with every one of their customers. “We’ve been Young’s Equipment since 1988, but our roots in agriculture go back much further than that,” says Sean Young, Assistant General Manager. “Our family has been involved in the farm implement business for three generations—so far.” The company is showing no signs of slowing down as their 30th anniversary approaches next year. Young’s Equipment is an integral part of countless agricultural operations in Saskatchewan, and that’s not changing any time soon due to their commitment to the customers they serve.

Young’s Equipment, headquartered in Regina, has dealerships in nine communities, staffed by more than 270 employees. While there are many agricultural implement dealers in Saskatchewan, what sets Young’s apart is their approach to customer service. “We recognize that our customers need responsive, fast, reliable service whatever the hour,” says Young. “We invest our time and resources in ensuring our team and our inventory can meet the needs of every customer.” The company prides itself on the number of trained Technicians it has ready to go at a moment’s notice, and a massive parts inventory to make sure the part needed is easily available. Young’s makes sure their Service Technicians stay current with extensive training, and have invested much into a fleet of service trucks and tools that are second-to-none.

The other thing that sets Young’s Equipment apart from the rest of the field is their team of Product Specialists. A department separate from the service team, Product Specialists are tasked with helping customers with their equipment. “Our service department is there for repairs and service,” says Young. “Our Product Specialists are there for everyday customer support and training, from the moment you take a piece of equipment off the lot.” The team offers all kinds
of training, from demonstrations to customer clinics to diagnostics. “We want to make sure every customer has the knowledge they need to run their equipment effectively and safely,” says Young. That’s what makes Young’s Equipment a cut above in the industry.

No matter what a customer is looking for, from a part to a major equipment purchase, Young’s is responsive to their needs. “We’re always looking for feedback and looking for ways to be better,” says Young. “Standing still just isn’t an option for us. There is no ‘end’ to our commitment to the farmers we work with.” The company actively solicits feedback and acts on it. They recently conducted focus groups with large and small customers, and learned that there was a need for more communication, additional staff training and easier access to parts. Young’s got to work immediately, improving customer communication, increasing education for their team and increasing the number of drop-off locations for their Priority Parts delivery vans. “When our customers do better, we do better,” says Young. “We listen to the whole spectrum of our customers, and then we do what they need.”

Young’s Equipment has a plethora of ‘happy customer’ stories, and a common theme emerges among them all. The company understands that farmers need their equipment running well all the time, and if something goes down it needs to be fixed now. The company knows the sense of urgency that comes with the agriculture industry, and keeping downtime to a minimum is part of the service they offer. “We had a customer in Weyburn with a combine down during harvest on a Friday,” says Young. “We had the part come in at 6 p.m. that night, and our technician worked until 1 a.m. to get it fixed. It was back out to the customer Saturday morning.” ‘Above and beyond’ isn’t above and beyond for Young’s. It’s part of their everyday service. “Long days aren’t unusual for us,” says Young. “Our back shop has bonded over many late-night fixes.”

Young’s Equipment is also more than just an implements dealer. They’re also a proud member of the communities they serve, and they give back whenever
and wherever they can. Recently, the company donated $500,000 to STARS Air Ambulance, due to some very personal connections. “We’ve had customers, suppliers and even employees touched by STARS—one of our branch managers had a grandchild transported,” says Young. “STARS has a special place in the heart of our operation and donating to them was a huge honour for us. They provide such an important service to rural Saskatchewan where many of our customers and employees live and work.”

The company also has big plans for the future. Over the last five years, they have expanded and improved their locations in Weyburn, Assiniboia, Raymore and Davidson and next up is Moose Jaw. “We’re about to start construction on a brand new, expanded dealership in Moose Jaw,” says Young. “We’re growing to better serve our customers with more space and capacity for more service work, plus more equipment.” The new dealership should open within 24 months, and after that, it’s Regina’s turn. “We’re always looking for better, and growing here is part of that,” says Young.

From its start three decades ago, the Young’s Equipment team has always put their customer relationships first. They understand the agriculture industry inside and out because they live it everyday and embrace it wholeheartedly. Over the past 30 years, customers have become more than just customers at Young’s Equipment—they have become like family. “The time we’ve spent with customers over the years has built strong bonds,” says Young. “Our customers rely on us, and we rely on them. It’s that simple, and it’s the best part of what we do.”
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If you feel like the oil and gas industry in Canada is on a crash course for failure, then you’re in abundant company with many from the industry. As if it wasn’t difficult enough to compete in the global oil industry, Canada is clearly presenting continued difficulties for an already struggling sector.

The unsuccessful gamble by the Organization of Petroleum Exporting Countries (OPEC) back in 2015 saw those countries increase production and flood the world market with cheap oil. The strategy was meant to undermine much of North America’s higher-cost fracking operations. Luckily, North American oil production weathered the attack, but it has had a very negative impact that is still being felt to this day.

Prices swinging from $120 per barrel to $40 per barrel in such a short period of time, is enough volatility to dissuade even the most stalwart business person. This being said, the oil sector has created an enormous amount of wealth in the country and is one of its most important sectors. So, why is there so much opposition being leveled against it?

The cancellation of TransCanada’s Energy East Pipeline and Eastern Mainline Projects is the most recent blow to the sector. The project was slated to create a 4,600km pipeline stretching from Alberta to an export terminal in New Brunswick. An estimated 1.1 million barrels of crude oil would have flowed through the pipeline every day. Its demise is attributed to the ongoing economic versus environmental debate going on in Canada, and the environmental side is winning.

As I have argued before, the environmental argument is convoluted in the sense that it focuses solely on Canada and not the global impact of oil production. Canada is demonstrably one of the cleanest and safest producers of oil and gas in the world. Stringent rules and regulations govern the sector. So, as Canadian oil production drops, that market share is swallowed up by our global competitors like Saudi Arabia and Russia. That does a wonderful job assisting cruel dictatorships. The National Energy Board released data showing Canada’s growing importation of oil.1 In 2016 the country imported 759,000 barrels
Why aren’t you using this technology?

For years, conventional oil production in Western Canada has remained mostly unchanged. The Viro horizontal tank has changed how we look at treating produced fluids in single well batteries in Western Canada. The Viro storage tank has been engineered for efficient oil cleaning while simultaneously providing both improved risk mitigation and added convenience with:

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- Total Volume Utilizations
- Easy Tie-Ins And Valve Access
- Reduced Set-Up Times For Maintenance Crews
- Internal Coating And Sour Service Options
- Support And Service For All Rentals
- And Cleaner Skylines
a day. This is the highest importation rate since 2012 and the percentage coming from OPEC countries has risen to over a third.

Between the billions spent by Eastern provinces to import foreign oil, the billions spent (primarily by Alberta) in equalization payments, and the continued discrediting of the industry, oil and gas in Canada is going through a dark time. Perhaps there is contentment with the status quo, servicing the exportation to one primary client. However, most economists will tell you this is a disastrous strategy and to diversify your markets. Is anything going to change though? It certainly doesn’t seem like it.

We seem to be stuck in entrenched philosophies, platforms and beliefs. We need active work being done and we want to see progress. Let’s see continued attention on this topic. Let’s see the engagement of the critics and the addressing of their concerns. Let’s bring First Nations concerns to bear and ensure they have a stake in how oil is developed in this country. This is too important an industry to let it pale in this manner.

Thoughts? Let us know—I’d love to hear from you at info@industrywestmagazine.com.

References
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One of Saskatchewan’s longest running uranium operators is working with the Canadian Light Source to ensure its operations are sustainable now and protective of the environment for thousands of years into the future.

The fruits of this co-operation are many and include the ability of AREVA Resources Canada Inc. to demonstrate to multiple regulators and local Indigenous communities that predictions made in its environmental impact statements for the McClean Lake mining and milling operation remain valid.

In particular, AREVA must demonstrate that its engineered tailings management facility, known as the JEB TMF, is performing well and will continue to do so as predicted. The JEB TMF was an open pit uranium deposit mined by AREVA in the mid-1990s. The JEB pit,
upon completion of mining, was converted to a tailings management facility for permanent disposal of waste products, known as tailings, from the processing of ore from five open pits on the McClean Lake surface lease. It now manages tailings from the high grade ore produced at the Cigar Lake mine, about 80 km to the south of McClean Lake.

Every five years, AREVA must produce a report to show the long-term geochemical properties of the tailings are progressing as predicted. Research conducted at the Canadian Light Source provides the scientific evidence to support AREVA’s report.

“The CLS has not only provided us with a very important and unique service but our collaboration has advanced the scientific understanding of uranium mine tailings,” said Dale Huffman, AREVA’s vice president, health, safety, environment and regulatory relations.

The latest CLS scientist to get involved in studying uranium tailings is Newfoundland-born Peter Blanchard, who has just completed his doctorate in solid-state chemistry. While his thesis was not on mining tailings, the subject was right up his alley.

“The JEB TMF is designed to trap harmful elements contained within the mine tailings in a solid form that is stable over long periods of time. This is particularly important with respect to arsenic,” says Blanchard, lead author of a scientific paper recently published in Chemical Geology.

The key to creating safe tailings is to get heavy metals, such as arsenic, to bind up with another element (chemists use the term sequester) and thus form a solid and stable chemical compound that will stop the heavy metal from dissolving in water.

“Most mining operations rely on iron in the ores to sequester arsenic as an adsorbed species. It is not possible to sequester ores processed at the McClean Lake mill that way as the concentration of arsenic in the ore is too high,” explains Blanchard.

“The processes used by AREVA at the McClean Lake mill are unique in the mining industry in that ferric sulfate is added to the tailings slurry before being placed in the JEB TMF to sequester arsenic at a near-neutral pH, which was predicted to stabilize arsenic in a rock-like mineral known as scorodite. The mineral scorodite will be stable over geological time periods. In our study, not only were we able to identify scorodite in aged tailings collected from the TMF but we were also able to confirm that the majority of the arsenic in the TMF existed as scorodite.”

The uranium mine tailings research conducted on behalf of AREVA is an excellent example of the Canadian Light Source and its scientists collaborating with industries, says Jeff Cutler, chief strategic relations officer at the CLS.

“One of our priorities is to come alongside these industrial partners to provide them the scientific evidence and support they need to advance their businesses as they in turn contribute to the Canadian economy,” he said.

Reference:
It’s hard to tell if the world of retail has become a jungle or its on its way to becoming a wasteland. Competing with the internet has drastically changed the retail experience and what people look for when shopping. In Saskatchewan in particular, the appeal of shopping online and having things delivered is hard to dispute. Our extreme weather and vast distances lend themselves nicely to the idea of clicking on an item, hunkering down and waiting for it to arrive within days.

As the population becomes more comfortable with online shopping, and as smaller retailers adjust quickly to the evolving technology of online shopping, it’s making it hard for entrenched businesses to survive. Retail giants have been falling hard and fast to nimble, online, global competitors. The latest major announcement sees Sears, a giant in Canadian retailing, pulling the plug and shutting their doors for good after years of trying to turn their fortunes around. The end of Sears Canada means the loss of 12,000 jobs and the closure of 133 stores across the country, just as the holiday shopping season begins. Merry Christmas, indeed.

Paying wages, leases, equipment costs, inventory management and convincing people to travel and park are real concerns for the retail industry. Running an electronic store has become cheaper, safer and easier than ever before thanks to commercially available software such as ECWID, Shopify, WooCommerce and Squarespace. These readily available tools often integrate with payment gateways and shipping modules to make it easy for people to get online and sell their goods and services.

Right now, it’s a good time to be ‘the little guy’ if you just want to get your products to market—but it’s creating a huge shift in the industry. The Retail Council of Canada listed some top shopping mall trends in their Canadian Shopping Centre Study—and the majority of them focused on the customer experience. With convenience, safety and comfort being provided by online shopping, retail malls have had to shift their focus to providing something the internet can’t (yet) provide—a tactile experience.

This has lead malls across Canada to focus on entertainment. They’ve invested significant dollars across the country, mixing cinema, restaurants, and exercise facilities to give customers as many reasons as possible to visit their physical stores. Retail shopping centres are investing and adapting—betting that they can adapt to these changes and continue to be a key component of the Canadian retail landscape.
While small businesses thrive and shopping centres scramble to adapt, the speed of adoption is a tough thing for giant retailers to adjust to. Many of these behemoths are large, established companies spread across the globe with physical locations and huge overhead that make it extremely difficult to adapt to the evolving shopping experience.

The current undisputed king of retail, Walmart, is unsurprisingly focused on continuing their commercial success by adapting. The consumer giant—with revenues of nearly $500 billion per year, over 11,000 physical locations and more than two million employees worldwide—has committed to ensuring they remain relevant as retail increasingly becomes more online focused. They've committed millions of dollars into expanding their online offerings and blending the experience of retail and online shopping to keep their brick and mortar stores operating and their place at the top cemented. It's advice other retailers didn't move on quickly enough, as evidenced by the rash of closures by major retailers. In Saskatchewan, we're waving goodbye to Sears, following behind recent victims HMV, Danier Leather, Ben Moss Jewellers, and of course, Target's ill-fated Canadian experiment.

The shift is real and while quick reactions and anticipation of change will be required, the long-term impact on the overall industry may not be clear for some time. Meanwhile, local retailers like Leah Sutton of Ceilidh Surprise in Regina are making big decisions about the future of their business. “The internet has had a huge impact on our business,” says Sutton. “We're currently moving our retail location to a space that is half the size of our existing store, but with better warehousing space so we can handle online orders. With the success of our online business the large retail footprint doesn't add as much value as the warehouse space does.”

All hope is not lost in the traditional retail space. It's simply doing what businesses have always done: identifying opportunities and adjusting their focus to what customers want. The problem comes when companies are slow to see the change that's right in front of them. Just ask Sears, who had a built-in 'shop at home' audience for decades with their catalogue business, but failed to convert to web. Or Blockbuster Video, who failed to see the opportunity in Netflix years ago. The trick is staying nimble and being where your customers are, whether online or in-store. There's a unique opportunity here for the retail industry, and it will be interesting to see who gets ahead, and who is next to fall behind.

References
1 https://www.retailcouncil.org/sites/default/files/RCCCanadianShoppingCenterStudyFINAL.pdf
Visually stunning asset development, most notably the Air Terminal building, certainly enhance people’s experiences and their impressions. But it’s what Skyxe Saskatoon Airport (Skyxe) does as a community-driven and guest-oriented airport that sets it apart.

In 2016, the Saskatoon Airport was re-branded as Skyxe Saskatoon Airport. With deep Prairie roots, Skyxe is dedicated to providing an uplifting experience to all who come through its doors.

Skyxe is committed to be the most valued airport experience in Canada. Working with airport partners, Skyxe provides air service options, on-time departures and top-notch service that have earned it some of the highest ratings in the industry. Details matter. The Airport Service Quality (ASQ) program is the airport industry’s preeminent global benchmarking program measuring passenger satisfaction in real time while passengers are at the airport. Implemented at over 300 airports worldwide, the ASQ program delivers an in-depth assessment of the quality of the customer service experience, including elements such as cleanliness, check-in, security, wayfinding, food and beverage, and more. The resulting database allows for a comprehensive analysis of the customer service experience at each participating airport.

Skyxe has consistently delivered quality service, earning the prestigious ASQ awards for ‘Most Improved Airport in North America’ in 2015,
and the ‘Best Airport in North America’ in 2016, for airports hosting under two million passengers.

In addition, for the second consecutive year, Skyxe achieved FlightStats’ number one ranking in Canada for On-Time Performance. This outstanding achievement is being noticed by the industry and is a valuable selling point to airlines when service enhancements are discussed.

Skyxe delivers wide-ranging benefits to the community. Air service is an important economic driver, producing an estimated 102 jobs for every daily flight of a 150-seat aircraft. With 1,460 jobs at the airport and an additional estimated 8,026 spin-off jobs created in the community due to the airport’s presence, the Saskatoon Airport has an economic impact of approximately $1.05 billion (R.P. Erickson and Associates Economic Impact Study, 2017).

With recent stakeholder and community consultations, Skyxe looks to the future by developing an Airport Master Plan. Focusing on operational excellence, air service growth and service quality, the role of the Master Plan is to look forward 20 years at the best allocation of resources to meet the requirements of our growing community.

Being in the unique position of providing the first and last impressions of the airport and of the communities it serves, Skyxe Saskatoon Airport continues to embrace change to meet the needs of its guests.
On the corner of Victoria Avenue and Osler Street just east of Regina’s downtown, there is a retail operation unlike any other in the country. Celebrating an amazing ten years, Metro Pet Market has been turning the pet store industry on its head since its doors opened in November 2007. The company got its start when co-owner Kurt Jensen had a cat needing veterinary attention some years ago. “I’d always had an interest in health—both human and animal—and I was dealing with my cat who was suffering from a urinary blockage,” says Jensen. “It’s a common problem in cats. I did some research, and I was shocked by what I learned about the conventional pet foods on the market, and the lack of knowledge and support for species-appropriate nutrition.” Jensen discovered that a species-appropriate diet would likely help his cat recover and ensure that his pets would thrive, not just survive—and that there was a gap in what was available easily to pet owners wanting something better for their animals. This realization came at a time when Jensen and his friend, Ross McNabb, were both struggling with what they wanted in their careers.
“We both had careers that looked great on paper,” says McNabb. “We made good money from stable employment, but it wasn’t fulfilling in a way that we wanted.” They realized that there was an opportunity for them in the pet care space, and set out to fill it. “Our idea was simple. We wanted to be a health food store for pets,” says Jensen. “It was not an easy sell.” McNabb and Jensen talked to many business people, advisors and financial institutions who doubted their idea or asked if they were going to sell pets, which was a common and lucrative practice a decade ago. “If we were going to do this right with the ethical ideals we have, selling pets was out of the question,” says McNabb. “We were going to be about pet health, not selling animals.”

Jensen and McNabb spent hours and hours finding the products that would meet their standards, often sourcing products from out of the country or direct buying. “Back then, many distributors were not offering what we were looking for,” says Jensen. In March 2007, massive pet food recalls began, shaking pet owners and the industry alike. Many well-known pet food brands were tainted with melamine, leading to thousands of reported deaths and serious illness in pets in North America. It was the first time many pet owners became aware of the ingredients in pet food and the questionable practices of multi-national pet food companies. “The pet food recall was a major incident for the industry and for owners,” says Jensen. “When we opened in November 2007, we realized quickly that pet owners were aware of the need for better quality food and were actively seeking it out.”

Within a month or so of opening their doors, Jensen and McNabb realized their idea was a good one. “The level of customer engagement we had told us that people want quality foods and supplies for their pets,” says Jensen. Since then, the company has opened a second location in Regina’s northwest and gained serious recognition in the industry they work in. “We didn’t know the reputation we were getting until we travelled to some trade shows and health conferences in the U.S. and internationally,” says McNabb. “We’d introduce ourselves to people and they would recognize Metro Pet Market right away. We were very oblivious to what we were doing to the retail pet care market—we were setting the bar and building brands in which other retailers would follow.”

It was 2012 when that impact became fully known to Jensen and McNabb. “We got a call from Geoff Bowers, the then-owner and head of New Zealand’s K9 Natural, one of the largest raw pet food manufacturers in the world,” says Jensen. “Geoff needed to know what we were doing in Regina that was so special.” As it turned out, Metro Pet Market was one of the company’s largest customers, and Bowers was curious to know why a small city like Regina was one of his company’s biggest markets. “He asked to come visit to see us, and we said sure,” said McNabb. The owner stayed with Jensen, and spent several days in store taking it all in. “He even did a special evening talk for customers and local veterinarians,” says Jensen.

So, what is their secret? It’s the commitment to their customers and the end-users—the pets. They’re passionate and have lofty goals with a mission to change the world. Jensen and McNabb want to engage, educate and inspire pet parents to do the best they can for their beloved family members. “We have very specific criteria about what can hit our shelves,” says Jensen. “We reject most products because we know what we’re willing to sell for pets and their well-being is our business. If it’s on our shelves, it’s because we know it’s a good thing.” Their exacting standards are the reason that the pet food industry knows Metro Pet Market, and Regina. Market size doesn’t matter. It’s about setting business priorities and sticking to them. “We started this business to give customers access to the best products for the wellbeing of their pets,” says Jensen. “10 years later, that passion hasn’t changed. When we started, we had no idea what our vision would give us. Luckily, it’s paid off for us, our customers and the pets.”
Did you know manufacturing makes up 7% of the provincial GDP? In 2016, manufacturing shipments totalled $14.3 billion.\(^1\)

Manufacturing sales in Saskatchewan were up by 4.8% in August 2017, reaching $1.2B, compared to August 2016.\(^7\) Saskatchewan ranked fifth in percentage change among all the provinces. In particular, wood products manufacturing increased by 25.1%, comparing August 2017 to the same month a year earlier.\(^8\)

The value of manufacturing shipments in Saskatchewan totalled $10.7 billion in the first eight months of 2017, an increase of 13.7% compared to the same period in 2016 ($9.4 billion).\(^8\) Saskatchewan ranked third among the provinces in percentage change and Canada as a whole increased by 6.6%.\(^10\)

According to the Conference Board of Canada’s Metropolitan Outlook: Autumn 2017, Regina and Saskatoon are seeing positive economic signs in 2017 after two years of sluggish economic performance.

Growth in real gross domestic product (GDP) is expected to rise 3.6 per cent in Saskatoon and 2.9 per cent in Regina.\(^2\) Manufacturing growth is expected to ease in Saskatoon but will accelerate in Regina.\(^3\)

In both cities, manufacturing continues to best the national average, with the services sector growing in both cities and an increase in new retail operations in Saskatoon.\(^4\)

Regina’s services output growth is gaining—climbing by 3.2 per cent in 2017.\(^5\)

Continued employment and income gains, along with the recuperating economy overall, will lead to more retail sales. Retail sales and income gains, along with the bounce-bank in goods sector activity, will support an 11.0% rebound in wholesale and retail trade growth this year.\(^6\)
The total value of Saskatchewan merchandise exports in August 2017 was $2.0 billion, up 9.3% from August 2016. Consumer goods saw a large drop of 41.2% this time, followed by industrial machinery, equipment, and parts with a decrease of 7.9%. However, energy products had an increase of 67.4%.

Saskatchewan’s merchandise exports in the first eight months of 2017 were up 14.5% to $18.9 billion, from $16.5 billion in 2016. In August 2017 (compared to August 2016), Saskatchewan recorded a positive growth trend and ranked 3rd in terms of percentage change. During the same period Canada, as a whole, increased merchandise exports by 0.2%.

Saskatchewan’s unadjusted retail sales in August 2017 increased by 3.7%, compared to the same time a year ago. During the same period national retail sales increased by 8.5%. Saskatchewan’s retail sales grew by 4.3% in the first eight months of 2017 reaching $13.1 billion. Saskatchewan is eighth among the provinces in percentage growth, and trails the national average of 7.0%.

7, 8, 9, 10 https://dashboard.saskatchewan.ca/business-economy/business-industry-trade/manufacturing-sales
11, 12, 13, 14 https://dashboard.saskatchewan.ca/business-economy/business-industry-trade/retail-sales
15, 16, 17, 18, 19, 20 https://dashboard.saskatchewan.ca/business-economy/business-industry-trade/merchandise-exports
Walmart, Home Depot, Starbucks, Toys "R" Us, Shoppers Drug Mart, Amazon. All have a brand we recognize and most of us have or will buy from them at some point. They are examples of the powerhouses of retail shopping. They have the buying power, marketing budget and operational capacities to negotiate prices and influence suppliers. They have a significant say in what consumers buy through costly marketing campaigns. They possess the power to strongly influence what people buy, how they buy and when they buy.

Compare this to the small independent retailer. Does the little guy even stand a chance? In this day and age, it may be easy to get discouraged as a small entrepreneur and feel like you don't stand a fair chance against the Walmarts, Home Depots and Amazons of today's business environment.

Yet, small independent retailers can and do survive and thrive, and they are a vital and important part of the Canadian retail landscape. According to a 2014 study published by the Retail Council of Canada, over a quarter (27%) of Canadian shoppers spend their dollars at independent retailers. The same study also found that top reason for choosing an local store is 'to support local economy' and 89% of consumers who prefer shopping at a local retailer rate 'personal recognition' the top reason for going local. The question is how successful independent businesses level the playing field and what the 'secrets' to thriving are.

Saskatchewan has many successful small independent businesses. Zippity Zoom Toys' owner and founder, Tracy Bosche, knows very well what it means to be a small independent retailer and entrepreneur. Eight years ago, she opened a small toy store in Regina. The store offers quality products for the whole family, including toys for babies and kids, plus board games and puzzles the whole family can enjoy together.

There is no lack of competition in the toy store industry with giants like Walmart, Toys "R" Us, Amazon and Mastermind Toys all within reasonable driving distance or just a mouse click away. To stay competitive, Bosche says that instead of focusing on what other stores are doing she focuses on herself and what she wants to accomplish. "Yes, we have to stay competitive on pricing which might mean lower margins on certain items, but we can never compete on price with Walmart and other big box stores," she says. Instead, she prides herself on offering great customer service and takes advantage of being quicker and nimbler in the purchasing process. She can bring in new products to the store faster than a large retailer. Bosche also believes in small independent retailers helping and complementing each other rather than simply viewing others as fierce competitors. She often refers customers to other toy stores for products she doesn't carry. "In most cases, customers come back happy and it is a 'win-win' situation for everybody," says Bosche.

Bosche's passion for what she is doing is paying off. In 2012, Zippity Zoom Toys moved from its original location to Regina's Albert Street with a much bigger space. "If you're in a place where people have to find you, you spend more on advertising," she explains. Instead of traditional advertising, Bosche and Zippity Zoom Toys choose to sponsor local community events or provide fundraiser giveaways. By doing so, Zippity Zoom's name gets recognition while also supporting the community it serves.

At the end of the day, it's the superior customer service, the products customers want and keeping up a great attitude that
Bosche feels her fend off the big guys. “The rewards are fantastic but you constantly have to keep moving to keep growing,” she concludes.

Michelle Strawford is the owner and operator of Bella Chic, a women’s fashion boutique in Emerald Park, located just outside Regina. Bella Chic started out as an online store, grew to pop up stores and later established a bricks-and-mortar location. The boutique is perhaps not what one might call ‘prime location’ for a fashion boutique; a semi-industrial area between a gym and a landscaping business. Nevertheless, customers still find Bella Chic and Strawford elaborates on why. “People need to have a reason to find you,” she says. Strawford has a keen mind for entrepreneurship and knows that passion and staying unique are key components to stay ahead in the highly competitive, ever-changing fashion industry. The combination of experience and keeping an ear to the ground has developed Strawford’s gut feeling for what products will be successful.

Like Zippity Zoom Toys and most small retailers, Strawford knows she can’t generally compete on price. However, price can be used as a marketing tool. Strawford gives the example of a hair clip that she brought in to the store. It sells for $8—a fairly low-cost item. Because the clip is unique, it attracts customers who are likely to spend money on other products once they get interested in the store.

“I always think outside the box,” says Strawford. Bella Chic constantly works on features that will set the store apart. Strawford holds special events such as shopping parties, sets up pop-up stores, gets involved in local events and works together with other entrepreneurs to increase visibility and stay connected with the community. She is also the producer of the popular consumer show “What Women Want”, a three-day shopping experience featuring retailers, entertainment and services tailored to women.

The passion, the engagement and the drive to create something others don’t offer is the common thread running through everything Strawford does. “Be different, be unique and be present in as many places as possible,” she advises. “Do something different and something that scares you, every day!”

ZOE Shoes + Objects’ owner Lynn Armstrong has an impressive career as a journalist/writer, corporate communicator and planner.

In February 2016, she became the new owner and operator of Regina’s ZOE Shoes + Objects. The store was already well established and had been in business for almost 30 years. Armstrong’s love for shoes and beauty transformed the brand of Zoe’s Boutique into ZOE (the Greek word for life), and within the first year, Armstrong renovated the retail space and moved to a new location.

The product selection in Armstrong’s store is focusing on beauty, rarity and specialty. The goal is to make ZOE stand out as an experience where customer understanding and awareness is in focus, which most large chain retailers and department stores can’t as easily replicate.

Since the products are carefully curated and unique, most stores offering similar products are in other cities which carves out a niche for ZOE. As a result, price becomes secondary even though Armstrong does her homework and ensures prices are consistent with similar stores in other locations.

Like many other independent retailers, community involvement is vital to Armstrong. “It’s one of the strengths as an independent as we are part of the local community and want to help,” she says.

To stay connected, utilizing the internet and social media are important tools Armstrong takes clever advantage of. “Customers of my store don’t all live here anymore since the store has been in business for 30 years,” she explains. The online store lets these customers still shop at ZOE. Online shopping also opens up for a bigger market reach, and it reaches a different type of customers who prefer online shopping over traditional store shopping. “It also allows me to serve our bricks-and-mortar customers who want to ‘pre-shop’ before making an actual purchase,” Armstrong adds. She uses social media—mainly Instagram and Facebook—to keep customers up to date on what’s new in-store.

Armstrong sees the biggest challenge as an independent retailer to create and maintain the unique environment and experience of ZOE, while staying profitable. She sums up some advice to other independent stores in their quest of being successful against retail giants. “Take time to understand what your vision is,” she says. “Then, stay true to your vision. Be smart and surround yourself with people who can help you. Last but not least, love what you do!”

Independent retailers continue to play an important part of the retail environment in Saskatchewan. The stakes are high in starting and running an independent business successfully but the rewards can be great. Small independent retailers deal with many of the same challenges regardless of industry or product. Bosche, Strawford and Armstrong sum up their collective experience and advice from to being ‘Davids’ in the retail industry, holding their own against the ‘Goliaths’:

• Be unique and special through product selection and superior customer service
• Stay competitive on pricing but don’t compete solely on price
• Engage with and support the local community
• Capitalize on the online world through online shopping and social media to connect with customers and reach new ones
• Be passionate and love what you are doing

1https://www.retailcouncil.org/sites/default/files/documents/research_4_Ways_To_Win_Independent_Retailers.pdf
The fall and winter men’s wear catalogue from a national retailer, printed on heavy paper with fantastic photos, arrived the other day. My father-in-law called to tell me about a great deal on prime rib at a store that was competing aggressively with holiday turkeys. My web browsers keep showing advertisements for items I’ve looked at on retail websites (yes, it’s creepy).

This article isn’t about passively increasing revenues. This article is about how you can manufacture revenues in your retail, service, and, yes, manufacturing business. It’s all about being proactive and getting personal with your best customers and clients.

**Being Proactive Is Being Personal**

I hear from my three favorite men’s clothing stores as follows. One, twice a year when I get their note cards in the mail for their big seasonal sales in January and July. The second one sends me two creative catalogues every year and an occasional email announcing their sales. The third one, I never hear from at all, but I do drive by them twice a day. They all have big sales twice a year, so that’s when I usually buy.

Note: email is not considered to be communicating with your customers and clients. A busy person that receives 50 or 100 emails or more per day isn’t excited to receive a promotional email from you. I know I’m not.

What would it cost any of the clothing stores to have one of their sales people, or even the owner, who all know me by name, to call me and invite me down to see something new that they think I would like? (Hint: I would like a new Canada Goose parka, all black, no fur, and lots of pockets to hold camera lenses.)

It doesn’t cost anything to call your best customers. It takes time and courage to pick up the phone. They’ve got the time; not sure about the courage. Perhaps surfing on bookface is more interesting for them, but it doesn’t generate revenue.

Many businesses spend enormous sums of money advertising to get non-customers to become new customers. They’re trying to overcome inertia. Newton’s first law is that an object at rest will remain at rest and an object in motion will remain in motion. Therefore, according to Newton, if you want to sell more stuff, you should be marketing to your customers who are already buying from you. They are already in motion: they know you, like you, trust you, and how to buy from you.
These lessons for the retail industry also apply to service and manufacturing industries. Here are the action steps to manufacture revenues in your business.

1. Identify your best customers. Any accounting software will give you a customer sales summary. Export this to excel, sort by largest to smallest, run a cumulative percentage, and voila, your customers are ranked by sales and identified for your team to call.

2. Act like a consultant. Think about two or three things that would help your customer to look better, carry more lenses without lugging a camera bag, increase their capacity by outsourcing part of their manufacturing process to you (a non-competitor), increase their speed by reducing bottle-necks and time wasters in their process, have you service the air conditioner or furnace before it breaks down (and you can level your workload), or plan their next quarter’s capacity and sales. Sitting and thinking, instead of reacting to emails, is the hardest part. Coming up with ideas, especially during a conversation, is easy and fun.

3. Show up. Make an appointment. Take someone for lunch. Drop by for coffee. Connect with people. It’s easy to stand out in today’s high tech world by showing up.


Here is a skill testing question. How much of your sales revenue is generated from reactively taking a customer’s order compared to your proactive activities?

Being proactive and being personal are guaranteed to help you manufacture revenues in any business. Full speed ahead!

Phil is the president of Symco & Co., a management consulting firm that helps mid-market companies to double their revenues, profits, and valuation. He can be reached at 306-992-6177 or phil@symcoandco.com.
Creative Saskatchewan is investing in the province’s interactive digital developers. The crown agency’s new Interactive Digital Media (IDM) Grant opened earlier this year and is now welcoming applications from developers who have entertaining or educational projects on the drawing board.

“The IDM grant is a strategic investment that provides Saskatchewan developers with a much-needed opportunity to create cutting edge, interactive entertainment product that can compete on the global market,” said Greg Magirescu, CEO of Creative Saskatchewan.

The new IDM Grant invests up to $75,000 in projects that align with Creative Saskatchewan’s legislated mandate to support commercial cultural content. Projects that successfully secure an IDM Grant will reflect both of those critical criteria: commercial and cultural.

First, the project must be considered cultural content. Games are the most obvious example of interactive digital cultural content, but other types of projects can qualify as well. To help applicants determine if a particular interactive digital media project is considered cultural content, Creative Saskatchewan has created overarching eligibility categories: entertainment, education or information. In other words, when users interact with the final interactive digital product, they must be meaningfully participating in entertaining content that captures their imagination and/or they must be learning something new through active engagement as opposed to linear instruction. Projects that don’t deliver these kinds of experiences will very likely be considered ineligible for the IDM Grant.

Secondly, the project must be commercial. To establish the commercial viability of a project, applicants will provide a marketing plan, an analysis of market demand, and other supporting data. The IDM Grant also provides an alternative to proving commercial viability in that way. If the project has already secured a significant financial investment from an eligible funder, like a venture capitalist or the Canada Media Fund Experimental Stream, Creative Saskatchewan considers the commercial viability requirement fulfilled without any additional reporting required.

Put simply, applications to the IDM Grant programs go through a two-or-three-step process. Step one determines cultural content eligibility. If cultural content eligibility requirements are met, step two assesses commercial viability by
determining if funding is in place to trigger automatic approval. If that funding is in place, the grant application is approved.

For applications that pass step one, but don’t have the funding to trigger approval in step two, the application moves on to an exciting third step. It is added to the roster for a pitch event. If, by late 2017, grant funds are not exhausted by applications approved at step two, Creative Saskatchewan will welcome applicants on the pitch event roster to pitch a panel of interactive digital development experts who will assess commercial viability and other criteria. That panel will then determine IDM Grant recipients.

The IDM Grant was developed in close collaboration with SaskInteractive, the industry association that represents members who are involved in the development of content-based interactive digital media. “This grant will spark interactive digital media innovation while contributing to economic growth through job creation and export activity,” said Thomas Archer, CEO of SaskInteractive. “SaskInteractive is proud to have worked closely with Creative Saskatchewan to develop this grant program on behalf of digital developers across the province.”

Creative Saskatchewan’s CEO says that investing in digital development strengthens the economic impact of the province’s creative sector. “This is Creative Saskatchewan’s first investment in the creation of interactive digital media,” said Magirescu. “We’re looking forward to seeing some remarkable projects and are excited for the opportunity to invest in them.”

Complete details of Creative Saskatchewan’s Interactive Digital Media Grant can be found online at: creativesask.ca/digital

Craig Lederhouse is the Director of Communications for Creative Saskatchewan.
POWERING UP
SASKATOON’S TECH SECTOR
BY SRED A
Technology is one of the most rapidly progressing aspects of our modern world. As a result, the technology industry is booming and predicted to experience continued growth into the future. This evolving industry presents an opportunity for communities like Saskatoon to expand their economic concentration and develop a larger and more diverse technology sector. Based on estimates from the Brookfield Institute, it would appear that Saskatoon’s technology sector consists of over 65 businesses.

Bolstering Saskatoon’s technology sector would benefit our local economy through industry diversification, sustainable sector growth, and job creation, while also benefitting our community by attracting talented professionals and the knowledge they possess. The local technology sector is beginning to take shape, but impediments to establishing a successful technology firm persist. As a result, improvements need to be made in Saskatoon’s talent acquisition, capital funding infrastructure, and business scale up support.

It may surprise people to know that in 2015 Canada’s technology industry was directly responsible for $117B, or 7.1% of Canada’s real GDP. Despite often flying under the radar, the tech industry is a large contributor to the Canadian economy. Comprised of 71,000 companies, it represents 6.1% of all Canadian businesses. These companies in turn employ 864,000 Canadians, which represents 5.6% of the workforce.

In Saskatchewan, where the natural resources sector has defined the economy, the tech sector could be brighter. The technology industry in the province, while growing, has yet to fully blossom. We estimate it accounts for about 2.5% of all Saskatchewan businesses, and 1.3% of provincial employment. The tech sector presents an opportunity to diversify the economy and mitigate risk by expanding the range of economic outputs produced, reducing reliance on any one sector.

Like Saskatchewan, Saskatoon could also benefit from growing its technology industry in the city. There are just over 8,000 tech professionals currently employed, across approximately 65 businesses. While these figures provide a baseline estimate, they also highlight some of the difficulties in trying to define what constitutes a ‘technology’ sector business. Because there is no “technology sector” North American Industry Classification System (NAICS) code, quantifying the technology sector can be a challenge due to a lack of unifying definition. The figures cited thus far are based on an article that used a three step process: technology occupations were identified using Employment and Social Development Canada’s occupation descriptions, the proportion of tech occupations were then cross-referenced against each industry, and then those industries with a proportion of tech employment that exceeded 15% (or three time the national average) where considered members of the tech sector.

Some local firms that fit within our definition, such as Solido, Vendasta, and 7Shifts, have had considerable success in recent years. Solido, an electronic design automation company that provides unique software to chip manufacturers, has added Apple to its impressive client base. Vendasta, an online platform that provides digital solutions, is on track to reach $300M in revenue by the end of 2017. 7Shifts, a software company, has created a scheduling app that is used by over 3,500 restaurants worldwide.

Talent: Because this isn’t amateur hour
Increasing technology talent in Saskatoon’s workforce can be accomplished by emphasizing technology in our education system and importing existing talent. Our workforce can be equipped for a technology focused future through the alignment of technology-based education and employment requirements. During the K-12 years, digital education and the promotion of tech-based clubs and community organizations can encourage technology-focused learning and engagement among young people. The development of more technology-focused co-op programs and apprenticeships can help students gain vital, hands-on skills and establish the technology sector as a viable alternative to more ‘traditional’ employment routes.
In addition to career learning opportunities, marketing the Saskatoon region as a successful location to establish a career in technology will help attract existing talent from other areas. Other Canadian provinces have higher concentrations of technology sector employment, with Ontario currently employing roughly 6.4% of its workforce in the technology sector. These locations also have more skilled and diverse workforces that Saskatchewan firms could benefit from. The corresponding talent from these areas can be harnessed by promoting the Saskatoon region as a potential supercluster for technology employment.

Efforts need to be focused on people aged 25-45 years, who make up over 79% of the existing national technology workforce, as well as on women, who have long been under-represented in technology sector employment and represent an area of untapped potential.

**Capital Funding: Because the smart money’s on tech**

Developing capital funding programs is another way to help nurture the technology sector within Saskatchewan. By expanding funding programs and access to financial support, Saskatoon can become a leading region for the establishment of technology-based startups. Technology sector companies spend the largest amount on investment in ‘business enterprise research and development’, meaning that any capital funding would be recouped through technology-related investment within the city and province.

Many technology start-ups rely on “angel investors” to fund their technology firms in early stages of development. Currently, Saskatchewan is one of the
few Canadian jurisdictions that does not offer an angel investor tax credit. The development of such a tax credit program would encourage investing in local technology startups and help to provide technology firms with the capital they need. The creation of stronger venture capital networks can also help growing technology firms obtain the equity required when their business is small and more risk sensitive. Connecting local technology firms with external capital networks could also be beneficial by allowing the tech firms to acquire more funding and business development mentorship. Additionally, government procurement requirements focused on sourcing technology from Saskatchewan-based firms can help provide the enabling environment to grow startup technology companies into established businesses.

Scale-up: Because size matters
Scaling up operations presents another challenge for technology sector companies, and requires improvement in order to develop local startups into stable firms in the long run. While over 84% of technology sector companies are profitable, the majority of technology companies in Canada employ less than 4 people. Canada is essentially tied with the USA for per capita production of startup companies, but many Canadian companies lack adequate support to grow and achieve global competitiveness. By scaling up technology sector firms, benefits such as higher paying positions, increased stability, more investment, and greater ‘mass’ to support research, can be realized.

Saskatoon and the province can assist technology companies in scaling up by implementing training programs for technology sector upper-management and executives. Technology sector employers cite an absence of learning programs for technology business management as an impediment to operations scale up. Training can take place in universities or through more informal settings in conferences and workshops. These avenues for management development can help to foster communication networks among technology sector leaders, and provide knowledge support within the technology community. The discourse created through tech-based learning networks can result in knowledge spill-over, fueling more rapid innovation and technological development.

About Saskatoon Regional Economic Development Authority (SREDA)
As a non-profit economic development organization, SREDA’s mandate is to help grow the local economy. A corollary to this mandate is to support the diversification of the Saskatoon region by promoting the technology industry and the corresponding economic benefits provided. Through the support and informational services provided by SREDA and Square One, we hope to see the local technology sector prosper and develop into a key pillar of our local economy.

1 Brookfield Institute: The State of Canada’s Tech Sector, 2016.
2 Includes all industries in Statistics Canada’s custom aggregation of the ICT sector, plus other industries that play a critical role in Canada’s tech sector, including aerospace manufacturing, scientific research and development (R&D) and pharmaceutical and chemical manufacturing.
5 Brookfield Institute: The State of Canada’s Tech Sector, 2016.
7 Mentor Works: Technology Industry is Canada’s Fastest Growing Economic Sector.
There's an App for That

Download the app from either the Apple or Google app stores

(simply search SCSA using each store's search tool)

Guide to OHS Legislation

Application designed and maintained by

Canadian Centre for Occupational Health and Safety

SCSA
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SCSAONLINE.CA
When you are building your safety program, it’s hard to know where to start. Provincial legislation and regulations define what is required as a bare minimum, but they don’t explain the how-to. In Saskatchewan, legislation prescribes which events require an investigation, but do not explain how to conduct one. Unfortunately, the time to learn is not after an incident has occurred.

The Canadian Standards Association (CSA) has launched the Z1000-05 Incident Investigation standard to assist employers to pre-plan for an incident, learn how to control a scene, gather evidence, and hopefully prevent incidents from occurring.

The new Incident Investigation standard (Z1000-05) is part of the CSA’s Z1000 suite of Occupational Health and Safety Standards to assist employers to develop or enhance their safety management systems. The full suite of standards includes hazard identification, inspections, psychological health and safety, managing work in confined spaces, hearing loss prevention, emergency preparedness, and the recently launched incident investigation.

Chris Budzich, President of Proactive Safety Consulting and a representative on the CSA committee that wrote the Z1005 standard, appreciates how easy the system is to use. He says, “Even if an employer starts out with no knowledge of safety, you can purchase from the suite and set up a robust safety management system. The Z1000 suite was designed for organizations of any size to implement a safety system, but the way that this been approached is that each one of the standards could be a standalone item if you wished. If you only wished to have information on incident investigation, then the Z1000-05 standard could operate on its own.”

Employers can choose from the standards to augment gaps in their own safety systems, or choose individual sections to work together. For example, the new Z1000-05 Incident Investigation standard and the Z1000-02 Hazard Identification standard are intended to function together.

Like all CSA standards, the thorough Incident Investigation standard was developed for use by employers of any size. Budzich says, “It will guide you through line by line through controlling the scene right off the bat to how to control these hazards.”

The Investigation standard was developed from the best investigative practices in use, rather than drawing from one particular model of investigation. “We tried to write it so that it’s very scalable,” says Troy Winters, Chair of the CSA Committee that developed the CSA Z1000-05 Investigation Standard and Safety Advisor for Canadian Union of Public Employees (CUPE), National Office. He explains the practices outlined in the standard can apply to events of any size: from near misses, to incidents that have caused or could cause an injury.

“Every incident needs to be investigated whether it’s a paper cut or a chemical explosion. All injuries must be reported, all injuries must be investigated.”

This includes investigating the circumstances around dangerous conditions. He gives the example of a puddle on the floor. If you find a puddle on the floor, you ask: How did that come to be? Is a pipe leak? Why is it corroding? How is that allowed to be? Is there a procedure in place to inspect it? “You wouldn’t leave a puddle laying in the middle of the floor at your house, why is it happening at work? If it isn’t fully investigated, the next time someone slips, they fall and break their neck. It isn’t just the dangerous conditions, it’s the near misses that cause an incident to take place.”

Phil Germain, Vice President of Prevention and Employer Services for the Saskatchewan Workers’ Compensation Board agrees, “You have to ask the ‘five whys’. Injuries and fatalities happen because multiple things break down at the same time. You
have to ask those questions.”

In the example of the puddle on the floor, asking: why was it left there? How did it get there? Is a pipe leaking? Why is it leaking? The root cause analysis of a near miss or dangerous condition will prevent future incidents and injuries.

If an incident does happen, the Incident Investigation standard assists employers to be prepared ahead of time. Both Budzich and Winters emphasize the value of the pre-planning module of the standard (Section 5). “No one wants to make decisions while the fire is happening – a metaphorical fire or the actual fire – that’s not the time for decision-making,” says Winters. The standard guides employers through questions such as:

• How will we communicate the incident? Who do we tell and when?
• What are we going to do if it’s serious?
• What do we do if we have a confined space incident?
• Who will be on the investigation team?
• How will the incident impact the people around the scene?
• What psychological factors will we have to consider?
• What supports will we access to protect the mental health of witnesses and the investigation team?

“If you don’t have all of the pre-loaded, pre-set up, pre-processes in place then that really hurts your investigation. It can be something as simple as: you don’t really know who’s going to be on the investigation team. It seems pretty simple, but it’s not something you’re going to be deciding 10 minutes after the incident takes place,” explains Winters.

The CSA standard is not specific to a jurisdiction, and goes beyond the occupational health and safety requirements in a jurisdiction. Budzich explains that if there is legislation, the legislation in a jurisdiction will always have authority over the CSA standard. However, OHS regulations are the minimum for what a company should do to preserve life and health. The legislation will say there has to be an investigation, but it doesn’t explain the mechanics of how to conduct the investigation. “This standard is designed to ensure that you have a thorough investigation process in place.”

The formal process will be crucial if, as an employer, you have a serious incident occur. Some incidents require formal and legal investigations. This standard teaches how to gather evidence properly because any evidence an investigation team collects could be asked for by the formal investigation team looking at the incident in an OHS or criminal investigation.

The Investigation standard was developed by 30 people from across Canada – a combined 1,000 years of experience. The committee researched and wrote the standard from scratch to completion in less than two years: the fastest standard ever developed. Winters explains that all CSA committees follow a balanced matrix user group model. The model decrees that no group be larger than its two smallest user-groups combined. This provides a balance so that no user group is over-represented. This committee was comprised of members from the Regulatory group, User - Labour, User- Employers, User – Interest (trainings, consultants), User – General Interest, and five associate members with other knowledge and information to bring to the committee.

ABOVE AND BEYOND – THE ANNEX
The committee also compiled 20 pages of additional information that isn’t required but is good to have. This is included in the Annex of the standard:

• Investigation team competencies,
• How to work with video and photos,
• How to address investigative team bias,
• How to conduct interviews
• Data analysis
• Testing your hypothesis
• Scene control

Although an investigation occurs after an incident, Winters believes that by pre-planning, an employer can help ensure he or she doesn’t have to use the investigation process, “If they follow this, and implement the standard, I think it will prevent injuries and incidents from happening.”

To purchase the new investigation standard or any of the other resources from CSA, visit http://shop.csa.ca/
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WHY YOU SHOULD IMPLEMENT A STANDARDIZED TRAINING PROGRAM

When running a business, it’s easy to think that standardized training is something that big “corporate” or multi-location companies have to do—and not something you need to worry about. However, without a standardized training program rules and norms are passed through employees, leaving your operation prone to errors as staffing changes.

When determining whether standardized training is worth the investment, here are a few things to consider:

“The Way We’ve Always Done It”
Peer to peer training is only as good as your trainer and their memory. It’s easy for things to slowly change over time and for cultural norms to develop which are not consistent with the way you want your organization to be run. If you do not have standardized training, it’s likely that new employees will be trained on “the way things are” and that may not be the way you would prefer them to be. It is also quite likely that the information passed along will vary greatly between trainers as each will have their own personal experiences that are reflected in the training.

Alternatively, with standardized training programs in place, you can be more confident that training will be consistent with your policies.

Consistency and Productivity
Similarly, if training is not standardized, it’s easy for individual employees to do things their own way. This is not necessarily a bad thing—but it can result in an inconsistent performance on the job that dramatically affects productivity. An example of this would be two different employees performing the same task, say pushing snow with a Bobcat, but in different ways. While the end result, a clean lot, would be the same, the time to complete it could vary greatly depending on the training provided to each employee regarding skid steer operation.

These inconsistencies can also have an impact on customer satisfaction as they may question the differences in completion time for a particular job.

Speed up Onboarding
If training programs are standardized, then getting new employees ready to begin productive work is a snap. Supervisors will know exactly what they can expect from a new employee as each one would enter the job site with the same knowledge of your work processes and expectations. Should that employee move to another jobsite, the training does not have to be completed again as it would if you were relying on peer to peer instruction. For example, when an employee joins McDonald’s they go through standardize orientation and training. If the employee moves to another McDonald’s restaurant he does not need to be re-trained. They don’t need to learn the unique habits of the co-workers either because they, too, know the standard process.

INJURY REDUCTION
Standardized training will also help your employees avoid unnecessary risk. When the required processes are visible and understood, there is no need to attempt shortcuts or try to improve efficiencies on the fly. Standardized processes simply make work safer and more worry-free.

ROI
While determining the standards to which you will train your people may be time consuming, the benefits can be felt quickly. Standardized training leads to standardized work which provides the baseline from which continuous improvement is a real possibility. This can begin as soon as your next hire.

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When I was a kid, my parents, who were both teachers, decided to take a risk, leave the relative security of the teaching profession, and become small business owners by opening a Dairy Queen franchised restaurant in rural, small-town Saskatchewan. Now, some thirty plus years later, they are still operating their Dairy Queen franchise (having sold countless thousands of Dilly Bars), which has been a very successful business in their community. I grew up learning from my parents about the hard work and dedication that it takes to make a small business run properly. As a lawyer, I can appreciate the sacrifices that small business owners make when starting new businesses, including the risks associated with starting a franchised business.

The franchise model is far and away the dominant business model for the retail/restaurant sector, as it provides the operator of the individual business with proven concepts and products, which can help reduce the business risks to the operator in
starting a new business. The franchise sector is large, with franchises being estimated to account for forty percent of Canadian retail sales, generating approximately $68 billion in Canada annually and employing over 1 million Canadians. For Saskatchewan, the Conference Board of Canada has forecast retail sales growth in 2017 and a further rise in retail sales for 2018, which will translate into further growth in the number of franchises in the province.

A franchise is a business arrangement where the franchisor grants the franchisee a right to market goods or services under the franchisor’s trademark. In exchange, the franchisee usually pays the franchisor fees and royalties from the sales revenues of the business. In a properly functioning franchise, the franchisor and the franchisee both mutually profit from this business relationship.

While franchises can have the potential to be profitable business arrangements for both the franchisee and franchisor, the franchisee can also be taking on substantial risk by entering into a franchise business relationship. The franchisor will typically have considerable control over the franchisee’s business, and this control can have the potential to be exerted unfairly in favour of the franchisor. The franchise agreement that sets out the legal relationship between a franchisee and the franchisor will typically follow the franchisor’s standard terms and will not be negotiated. At the same time, it is typically the franchisor that has control over information about the franchised business that a potential franchisee will need to know in order to analyze their investment risk.

In Canada, six provincial governments have recognized that there is a control and information imbalance between franchisors and franchisees and have enacted specific franchise legislation to level the playing field between the franchisors and franchisees. Currently, Alberta, Ontario, Manitoba, New Brunswick, British Columbia and Prince Edward Island have enacted franchise legislation, creating comparable provincial franchise regimes. The franchise regimes created by the provinces with franchise legislation follow a similar model, so there is a degree of uniformity and harmonization in these provinces.

The characteristic features of these provincial franchise regimes are that franchisors are required to provide potential franchisees with a franchise disclosure document that provides prospective franchisees with information (including financial information) regarding the franchise so that prospective franchisee can make an informed decision before entering into a franchise business relationship, that a franchisee may rescind a franchise agreement if the information provided by the franchisor in the franchise disclosure document is deficient, that a “cooling-off” period be provided between when the franchise disclosure document is given and when the parties are permitted to sign the franchise agreement, and that there is a duty of fair dealing imposed on the franchisor.

In Saskatchewan, the provincial government has not enacted franchise legislation to protect franchisees, which creates a certain degree of inequity for potential franchisees in this province. Currently in Saskatchewan, there is no requirement for a franchisor to provide a franchise disclosure document to a potential franchisee. As most sophisticated franchisors will have prepared this document to comply with other provincial franchise regimes (including the franchise regime in Ontario, Canada’s largest province), there would be very little cost to franchisors to require them to provide this disclosure in Saskatchewan. Until Saskatchewan implements franchise legislation, potential franchisees in Saskatchewan face greater risk in starting a franchised business than in provinces that have legislated protections for franchisees. Accordingly, there is an increased importance for potential franchisees in Saskatchewan to get good legal advice before signing a franchise agreement in order to identify potential legal risks.
GIVE YOUR BUSINESS A FOUNDATION TO GROW FROM

BY FUTURPRENEUR CANADA

Write a forward-thinking business plan that will see you successfully into the future

No matter what stage your business is in, a business plan is the foundation upon which you build your entire company. Taking the time to write a comprehensive and well-researched plan is one of the best investments you can make for your venture. Not only will it provide you with a roadmap towards making your business a reality, it will enable you to pinpoint and solve potential issues with your business before they happen.
A good business plan focuses on several essential elements which outline the core purpose and functions of a business. Here are the seven essential elements you need to include in your business plan.

**Executive Summary**
In this section, you'll provide a brief (one page maximum), overarching summary of your business plan. Ensure that your executive summary is relevant and interesting - after all, it's the first thing a potential investor will see! Though this is the first section you present in a business plan, it's a good idea to write this section last, allowing you to easily and succinctly sum up the most important aspects of your venture.

**Company Overview**
This is your chance to introduce the reader to your company. Include information on your company history and the nature of your business, outline your legal/ownership structure (sole proprietorship, partnership, or corporation) and provide your mission statement and business objectives.

The company overview can also explain goals and forecasts for the future of the company. Keep these realistic and be sure to incorporate what you know about economic projections and new technologies that may affect your business.

**Products and Services**
This section is self-explanatory: it provides detailed information on the products and/or services offered by your company. Explain how the product is made, features and benefits (including competitive advantages over similar products and services), costs and any relevant research and development. If you can, include pictures and diagrams in this section.

**Market Analysis**
This is where a lot of research will come in. In the market analysis, you'll want to provide detailed information about the industry you want to work in, a competitive analysis of similar products and services and demographic information of the audiences you will be targeting. Make sure to include statistics and facts - not just first-person research you've conducted yourself.

**Marketing Plan**
The marketing plan is where you'll illustrate how you plan to price, promote and sell your products and/or services. Include a detailed breakdown of your advertising strategies and tactics (will you focus on traditional advertising, new media, viral/guerrilla promotions, or a combination?) and other marketing initiatives and how you plan to sell your products and services - including distribution, pricing, buying cycles and logistics.

**Organization and Operations**
In this section, you'll outline the organizational structure and basic operations of your company. Be sure to list owners, management, employees, as well as their responsibilities. Owners should be broken down as far as percentage of ownership, their background and relevant experience/skills. Include information about the board of directors, if your company has one.

For operations, you'll want to define the company's different departments, where you do business, how you produce your product (if applicable) and considerations for the future.

**Financial Plan**
This is a critical part of your business plan. A significant amount of your time should be dedicated to creating a comprehensive and realistic financial plan. A solid financial plan will include projections for the next two years, showing potential investors how you plan to make money, compensate employees and pay back loans.

Consider how the changing consumer habits will impact your business profitability. How can you take advantage from these trends in terms of revenues and costs? Remember that the financial plan has to translate your whole business model into numbers!

If you're ready to write your own business plan, Futurpreneur Canada's Business Resource Centre is your one-stop-shop for the resources you need to launch, run and grow a successful start-up. Be sure to visit our interactive Business Plan Writer to simplify this essential step of starting your business at.ca/resources.
FINDING AND RETAINING THE RIGHT EMPLOYEE — PART 2
BY PETER NEUFELDT

In the Summer issue of Industry West, we noted the importance of careful selection to ensure you hire the right person for the right job. Careful selection using assessment tools, comprehensive interviews and thorough reference checks significantly enhances the potential of hiring people who are well suited for the job.

Performance management begins with your first potential employee interview. You set the stage at the very beginning for:
- Maximization of your recruiting investment
- Better job performance from new employees
- Higher job satisfaction
- Greater employee commitment to the organization
- Reduced stress for everyone
- Better retention (and associated cost savings)

The next step after selecting the ideal candidate for the job is your onboarding process. This is key to achieving the positive results you want from your new employee. Personalized guidance from the very beginning decreases turnover rates. Onboarding is more than a warm welcome and showing your new employee their desk, work station or job site. Of course, these are important but it is only the start. By leveraging learning during onboarding, especially during the early weeks and months of employment, you can ensure that your employees are engaged and set up for success from day one. An effective onboarding experience can make or break employee engagement, productivity, and retention. It plays a critical role in how employees perceive an organization and its culture and whether the stay for the long-term or not.

Discussion of roles and goals is an essential part of the early employment process. This needs to include your expectations...
of the employee’s work performance and the employee’s relationship to others in the workplace. Such discussions should include direction on how to work together as a team. Discussion needs to encompass an understanding of critical areas of support that each team member, including colleagues and supervisors/managers, must provide for each other to be effective.

To gain their buy-in and job satisfaction, it is essential to let your new employee know what results are expected and why those results are important. I recall an employment experience early in my career where a supervisor was good at telling me what to do but very poor at including the bigger picture of how my work contributed to the process of achieving a positive end result. I could only guess at why I was doing the work I was asked to perform. Once I determined who was responsible for specific parts of the overall job, how my role was important in the process, and how it all fit together, my motivation and enthusiasm to do my best rose significantly. It is the same for all employees. Being included and valued is a key step in staff retention and in their level of long-term commitment to accept responsibility for a job well done.

To further gain buy-in early on in the new employee’s time with you, it is important to share the vision, mission, goals and value statements of your strategic plan with them. If you don’t have a strategic plan share your thoughts about your planned growth and improvement in the company for the next 3 to 5 years. Show how you plan to achieve your goals. Include discussion of the role of the new employee in achieving the success you envision. Sharing with the employee what's in it for them if they perform well and how their efforts contribute to the business success is a key motivator to stay with the organization and to contribute at a high level. Of course, the detail of what you share will vary with the level in the company for which each employee is hired.

If during the hiring process you haven’t already shared your company values, the early days of employment are a good time to do so. Discuss what is important to you and why certain knowledge, skills, attitudes and interactions are important to the overall success and culture of your company. This will include things such as teamwork, open dialogue, safety, mutual support, and focusing on results. Helping employees gain an understanding of what is important, and why it is important for the organization and what things to pay special attention to will have long-lasting positive results.

Finally, as a manager and a leader, retention of employees requires performance management. That means developing a systematic feedback process to collect information on employee performance 30, 60, 90 and 180 days after joining your company. You want to assess talent and efficiently pinpoint and rectify challenges before they impact your bottom line. Ensuring the development of a culture in which positive and constructive feedback is part of everyone's daily experience will create employee buy-in, overall positive performance and long-term retention of the majority of your employees.

I wish you success in the hiring, engagement and retention of your employees.

For further discussion and help in your hiring process, you can reach Peter Neufeldt at 305-535-8526.
Last July, I travelled to James Bay Territory in Northern Quebec and learned some important life and business lessons. I joined an organized canoe trip with a group of twenty men and women, mostly French speaking, who travelled from various parts of France and Quebec to journey on the Harricana River with Grandfather T8aminik Rankin. T8aminik was born on James Bay Territory (north-west of Quebec), in a family that had succeeded in preserving their ancestors’ nomadic way of life. At the age of 7, he was designated to take over from his father as hereditary chief.

Traditionally, the role of a leader must necessarily be accompanied by that of a medicine man. Therefore, since childhood, he followed a long path of teachings and initiations from elders from his own community, and from various guides recognized over Canada, including William Commanda, to whom he was the right-hand man for years. He now dedicates his life to the role to which he has been chosen: teacher and spiritual leader.

This week was transformative in terms of learning experiences of survival, listening skills and leadership. I shared a tent, meals, tears and laughter with people who’d never experienced wilderness or seen a canoe. They had so much to teach us. There were profound moments of reflection on this expedition, one being the Water Ceremony, my first. My greatest lesson came before we even put the canoes in the water. Travelling from Val D’or to the departure location with T8aminik and his life partner Marie-Josée Tardif, we had stopped to get supplies. As we were waiting for Marie-Josée to return, he apologized for having to make a phone call. He picked up his cell phone and said: “This is T8aminik”, and I could hear the joyful reply through the phone: “I simply want to make sure we are still welcomed on your ancestral land, I have 20 people joining Marie-Josée and I on our canoe trip this week and I want you to know that we will respect you land, we will make it our home for a few days and we will honour your family during our time on your land.” The woman replied, “T8aminik, you are honouring us by your presence and the presence of your friends. Our island will be your home and, my ancestors will be there to protect you and your new family. Megwitch my friend, enjoy and be blessed.”

This conversation alone provided more education on business ethics, relationship and respect I could have ever imagined. Isn’t that what our Indigenous Nations did when they welcomed the colonies to their ancestral land? What if we found a way of reconnecting and rebuilding trust by simply picking up the phone to ask: Did I hear you correctly? Are we still going in the right direction? Are we still in agreement? This would make a huge impact on all business relationships.

I returned home to Saskatchewan with a backpack full of memories and a much greater appreciation for Indigenous knowledge with the understanding that I know so little.
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Life
Whether it’s an army general, a stalwart politician, or the CEO of a major corporation, we often get the sense that those at the top of the food chain are bulletproof — hardened people who always have the right answer and never doubt themselves.

But sometimes being an effective leader means taking a step back and taking time for yourself. The reality is that self-care is vital for an entrepreneur whose financial fate is in their own hands or an executive who has to answer to a board of directors.

“You can't pour from an empty glass,” insists Jill Raddysh, a certified Executive Coach based in Regina. “Sometimes there’s nothing left to give, and we've all been there at various points in our life and it doesn't feel good.”

She cites Presidents and Prime Ministers as examples, noting that beginning and end of term photographs show that an intense workload can accelerate the aging process.

“As a society we feel guilty about feeling ‘selfish.’ Like as a mom, if I take an hour for myself I’m taking an hour away from my kids. But, long term, if you continue depleting yourself to a breaking point it's more reckless, versus looking after myself first to make sure I have the capacity to care for them.

“The impetus for change comes when our current way of being just becomes so uncomfortable. For some its as serious as a health check, for some it’s just admitting that they're so exhausted and have nothing left to give.”

She notes people often get to this point because self-care is the first thing to go when people get busy, trading much-needed breaks in the day for meeting after meeting. But she insists that something as simple as a 15-minute break to stretch or take a quick walk outside can be extremely restorative.

“We carry our brain from meeting to meeting, but we can’t forget that we have a body that needs its needs met. It’s the diminishing return thing, people start to get agitated and stop listening when they have to go to the bathroom or haven’t had any free time all day.”

She recommends being more mindful in the workplace and ensuring that you set boundaries with yourself and your employees. For example, ensuring you have a clear sense of your role and your objectives in each meeting can help reduce your stress level and ensure others stay focused. The sedentary aspect of the office environment can exacerbate these issues as well, which is why Raddysh tells clients to remember to use their bodies as a tool.

“We live so much of our work life at a desk. We need to think about how you build that kind of physicality back into your life. You need to figure out your own self-care regimen, and there’s so many options out there you may need to experiment. You can go ax throwing, pistol shooting, bowling, touch your toes…”

There is a mental aspect in play as well.

“Silence the inner critic,” Raddysh says. “If you have a lot of resistance, anxiety, and self doubt then that's how your day will play out. Be kind in how you talk about yourself to yourself; even if something goes wrong, everybody makes mistakes.”
What's the best way to fundraise for an important cause? Throw a party and make sure people have fun! The 2nd Annual Sasktoberfest did just that. An initiative to raise funding for Regina’s Street Culture Project Inc. Employability Program, the event was a big success bringing the business community and charitable individuals together to support this important cause. Fashioned after one of the world’s greatest celebrations, Oktoberfest in Munich, Sasktoberfest seeks to bring about the same energy and fun that makes its Bavarian model such a great time.

The Employability Program has been very successful in Regina. It is a pre-employment program operated by Street Culture designed to connect disadvantaged young adults looking for job opportunities with local businesses. This program allows them to work past current barriers and break the cycle of dependency by providing them with life skills and hands-on employment experience. The goal of the program is to prepare participants for the workforce by creating mentoring relationships and expose them to the daily routines of employment.

This important program that helps out so many youth in our community would not be possible without the vision and leadership of the Street Culture Project and partners and sponsors like tradebank.ca, Conexus Credit Union, Canadian Red Cross, Young’s Equipment Inc., SK Writer’s Guild, Dasro Consulting, Deveraux, Home Depot and so many other like-minded organizations.
Responding to industry needs means that sometimes you have to invest in new technology and new spaces. At Saskatchewan Polytechnic, that’s exactly why the CAD/CAM Engineering Technology diploma program is expanding its Advanced Manufacturing lab.

“We consistently strive to be at the leading of technology to ensure the industries we serve have that competitive advantage,” says Jamie Hilts, Sask Polytech’s dean of the School of Mining, Energy and Manufacturing and the School of Natural Resources and Built Environment. “This expansion allows us to continue to offer our industry partners valuable applied research opportunities to solve the real-world problems they face every day.”

The expansion will update existing equipment, expand into new areas and consolidate the additive manufacturing capabilities, to create a new space that incorporates better options for large-scale and high strength 3D printing. Included in the expansion are two new additive manufacturing machines (also known as 3D printers). One is for large parts with a footprint of up to 1m x 1m, and the other is capable of printing composites with continuous fiber reinforcement.

“We led the province into the area of additive manufacturing — now better known as 3D printing — in 1995 when it was called rapid prototyping,” says Tim Muench, program head for the CAD/CAM and Mechanical Engineering programs. “By adding an Additive Manufacturing space by consolidating the new equipment with existing, we can continue being a leader.”

Muench adds that future plans for the expanded lab will be to include equipment that will allow industry and students the ability to incorporate augmented reality into manufacturing systems.

“Augmented reality is the next big advancement in manufacturing technology and we plan to be a leader in that too,” he says.
Manufacturing success

One of the biggest benefits to this expansion is being able to provide industry experts with access to state-of-the-art equipment to improve their own business, solve problems and develop applied research projects that will have a positive impact on the local, provincial and national economy.

“Working with industry experts provides opportunities for everyone and can result in some of the best learning opportunities for our students,” says Hilts. “If we work together, everyone can be successful.”

Partnerships that benefit from this lab expansion have already started to see the rewards. Recently, the CAD/CAM Engineering Technology diploma program partnered with Arden Phillips, a former student and chief operating officer at Create Café, a 3D printing company in Saskatoon, on an applied research project. The project was to enhance one of Create Café’s machines to grow its business. Similarly, students can access the machinery in the expanded Sask Polytech lab to design and build student projects such as a lightweight, ultra-fuel-efficient vehicle, which will be racing in the 2018 Shell Eco-Marathon in California.

“One of the biggest advantages is that our students will be able to graduate and enter industry as technology leaders and can move into their careers with the expertise employers are looking for,” says Muench.

Through applied research, Sask Polytech collaborates with companies and individuals to solve business challenges. Through testing and pursuing innovation, the institution enables companies to capture new opportunities.

To learn more about applied research opportunities at Sask Polytech, please visit www.saskpolytech.ca/research.
There's nothing quite like a nice cut of steak, cooked perfectly to your liking or the aroma of a savoury roast as you come into the house from a hard day's work.

People have an interesting relationship with beef. Many people can name the best steaks they have eaten. They remember where they were, who they were with and how they felt. It's a testament that shows the kind of value that people put on eating quality beef. Fortunately for producers like Brian Hamp, people are becoming increasingly concerned with the quality of the beef they consume.

Farm Fresh Beef (FFB) is a family-run farm outside Radisson, Saskatchewan. Brian Hamp and his family-wife Deborah, and children McKenzie, Kristen, Noah, and Arielle, have been raising cattle for many years, along with Brian’s parents, who started before them. Brian and Deborah note that raising their kids on a second-generation farm had allowed them to instil values of teamwork, effort, and sacrifice for the greater good. The farm lifestyle has also taught their children the importance of good stewardship of both their animals and the land.

Although the Hamp daughters have moved on from the farm to pursue other interests (Arielle is in her third year of Commerce, McKenzie with a career in human resources, and Kristen working in the oil patch as an EMR), their son Noah continues to work on the farm every day, contributing to the family business.

Brian says the work ethic learned on the farm is something that has life long benefits for kids. “Most employers understand that farm kids know how to stick with it, solve problems, think creatively, and they absolutely know how to work hard. Our kids have never had a problem getting a job and we attribute a lot of that to what they’ve learned on the farm,” says Hamp.

For Brian, Farm Fresh Beef means pride. It’s about raising a premium product right here on the prairies and feeling the reward of the appreciation from his clients. “I just love it when customers tell me, ‘That’s the best beef they’ve ever eaten!’,” says Hamp. It’s the motto about his clients Hamp loves: “It’s their story, and I’m sticking to it!”

From his 4-H experience, Brian learned that what and how you feed cattle is everything when it comes to the quality of the beef. Animal care and happiness is top priority at FFB. Brian’s father Walter would always say “Be good to the cattle and they’ll be good to you.” That’s a lesson Brian has been able to incorporate into his daily operations—from birth to slaughter, herd health and balanced rations are paramount to raising top quality beef.

Aside from health and care, genetics play a large role in the quality of the meat. Brian raises a breed of cattle called Welsh Black. They are similar to Black Angus, but Brian likes to highlight four distinct qualities they have that sets them apart. First, they are a true “brood cow”, meaning that the heifer’s calves mean everything to them. Second, with a heavier coat of hair, they hardly seem to notice the harshness of prairie winters. Third, the meat has really good marbling
and taste and finally, their size is perfect for producing 400 lb. halves with larger rib-eye cuts.

Farm Fresh Beef is processed at Green Leaf Meats just outside of Marcelin, Saskatchewan. Their beef cuts include burgers, roasts, short ribs, stew meat and steaks. They also offer racks of ribs and brisket for smoking enthusiasts. With advance notice, Brian also offered custom cutting to his client’s specifications.

Farm Fresh Beef has happy customers from Lloydminster to Estevan and every month Brian finds himself going somewhere new in Saskatchewan. It is one of the favourite parts of his business. Brian sees customer satisfaction as a top priority for FFB.

A premium product will tend to sell itself, but adding honesty, integrity and good value makes this family business tough to resist. By offering personalized service that delivers meat directly to his customers, Brian gets the opportunity to meet and understand the needs of his clients.

As people get more and more educated on the importance of eating healthy, local producers are winning back market share from wholesale companies and large grocery stores. People want to know about the history of the meat they are eating and only local producers can show that timeline and guarantee the quality of their products. As their small family owned business grows with a loyal customer base, and steadily winning new fans, Farm Fresh Beef sees their business model succeeding in this new climate of competition.

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As we all know, construction can be dangerous work. Hazards can be anywhere if you’re not careful. The Saskatchewan Construction Safety Association (SCSA) works with its members to ensure that everyone working on a site or in an office knows that safety matters. Graham Construction & Engineering LP, a long-time SCSA member, has deep roots in the organization and sees the value SCSA plays every day on their job sites.

Colin Olfert lives safety in his role as an Operations and Construction Manager for Graham Construction. “I’ve spent a decade in construction and I am currently the Construction Manager for the Saskatchewan Hospital Project in North Battleford,” says Olfert. “Graham Construction is deeply committed to the safety of every one of our workers and contractors and the SCSA helps with that commitment.” The company was a member of the first board of the SCSA, and Graham’s Ryan Smotra is the current chair of the SCSA board.

Graham Construction uses SCSA’s training program to educate all their superintendents, project managers and project coordinators on construction safety. “Everyone in these roles in Graham is required to take the four COR courses as part of their job,” says Olfert. In addition to the training, Graham Construction works with the SCSA on many initiatives, including site inspections, classroom training, demonstrations and toolbox talks. “The SCSA is an integral part of our rigorous corporate safety program,” says Olfert. “They’re professional, helpful partners in the field.”

The SCSA played an important role in Graham Construction’s build of the Dr. F.H. Wigmore Regional Hospital in Moose Jaw. SCSA had detailed involvement in the project, including regularly scheduled inspections with the company’s superintendent and project manager. “We did site inspections, held toolbox talks, and had demonstrations on the site,” says Olfert. “SCSA was our safety partner throughout the build.”

As for the future, the relationship between Graham Construction and the SCSA is only continuing to grow. “We’re at an interesting point now with technology and safety,” says Olfert. “Everyone has a phone or tablet and now we’re thinking about ways to integrate technology into our safety program.” Graham Construction has recognized that safety records management is on the cusp of change, as more and more places move away from paper and into the ‘cloud’. Time and money are at the forefront in construction, and embracing technology may help workers maintain safety records without the time-consuming pen and paper. “The SCSA is moving toward using technology with their Guide to OHS Legislation App which many Graham employees use now,” says Olfert. “We’ll be working with the SCSA to ascertain how we can better use technology safely in our sites.”

No matter what safety measures are required from inspections to training to apps, Graham Construction and the SCSA are committed partners in ensuring every worker has a safe place to work and the knowledge they need to do their job—because safety matters.
There's An App for That

When it comes to on-site safety and the safety of employees and co-workers, "I didn't know" is just not valid. That is why the SCSA created the Saskatchewan Construction Safety Association Guide to OHS Legislation app.

“The OHS Regulations and Saskatchewan Employment Act are more than 500 pages in length. While workers, supervisors, and other managers are required to adhere to the Regulations and Act, it is often impractical for people to carry such a massive document in their back pocket. We felt that there was a need for a quick reference tool that focussed on some of the most common issues in construction safety with direct reference to the Regulations and Act. From the onset, we determined that the tool had to contain brief, plain language summaries and links to additional resources and training that employers and workers could benefit from. It had to be accessible anywhere and to anyone," says Collin Pullar, president of the SCSA.

The OHS app was developed in partnership with the Canadian Centre for Occupational Health and Safety (CCOHS) and contains both a web-based version and a mobile application. This guide will help Saskatchewan employers and employees understand and comply with the legislative obligations within their workplaces. Each of the 20 topics includes an easy-to-read summary and related resources such as hazard alerts and safety talks.

Upon reviewing the SCSA app, Anders Wheeler, District HSE Manager, PCL Regina District had this to say, “It doesn't take long to realize the value in what you guys have been able to put together. It is easy to see that it will be a very effective tool for our project teams to reference and find the information they need efficiently. The simple, streamlined interface makes it extremely easy to pick-up and use from the first time you open the app.”

To download the app from either the Apple or Google app stores, simply search “SCSA" using each store's search tool. To preview the web-based version visit: ohsguide.scsaonline.ca

In the 2016-2017 fiscal year there were 38 prosecutions initiated, resulting in 25 Occupational Health and Safety (OHS) convictions in Saskatchewan. Total penalties for the year were just under $1 million. Education and knowledge are key to injury prevention. The Guide to OHS Legislation app delivers that to employers, supervisors and workers.
Need help building your safety program?

Try our online safety tool

- Check legislation
- Take online training
- Explore best practices
- Download free, customizable forms for hazard assessment and inspections

Check it out now at www.worksafesask.ca or pillars.worksafesask.ca

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SASKATCHEWAN
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WorkSafe 2015 Safe Employer Finalist Key Well Servicing Ltd. Weyburn.
Paul McLellan
ALLIANCE ENERGY LTD.

O

n the last page of every issue of Industry West, we find a Saskatchewan business person or leader to answer our version of the Proust Questionnaire. Marcel Proust made the questionnaire famous, believing that 35 specific questions could reveal a person's true nature. We grabbed this idea—you've probably seen it in Vanity Fair—and made our own version. The first five questions are ours, and then we ask our subject to pick their favourite Proust questions to answer.

Meet Paul McLellan, CEO of Alliance Energy Ltd. He agreed to play along and here's what he had to say.

1. WHERE ARE YOU FROM?
Regina

2. WHERE DID YOU ATTEND SCHOOL AND WHAT DID YOU STUDY?

3. WHAT IS YOUR CAREER HISTORY?
40 years at Alliance Energy (Sun Electric)! From stock boy to CEO.

4. WHAT'S THE BEST PIECE OF BUSINESS OR CAREER ADVICE YOU HAVE OR HAVE BEEN GIVEN?
Do what you love!

5. WHAT'S YOUR FAVOURITE THING ABOUT SASKATCHEWAN?
The people.

6. WHAT IS YOUR IDEA OF PERFECT HAPPINESS?
Spending quality time with my family. When my sons, wife and daughter-in-law get together, we have lots of laughs. It is how I would rather spend my time over anything else.

7. WHAT IS THE TRAIT YOU MOST DEPLORE IN YOURSELF?
Being too quick to give unsolicited advice. Sometimes folks just want someone to listen but I always want to fix it.

8. WHAT IS THE TRAIT YOU MOST DEPLORE IN OTHERS?
Being unkind. This comes across as being a bully and disrespectful.

9. WHICH LIVING PERSON DO YOU MOST ADMIRE?
Wow, that is a tough one! I know some great business people local and national and there are some great people we would all love to meet, but my wife Debbie is the one I admire most. The support she has given me and our family is just too incredible to describe. She is the most loving and caring person that I have ever known.

10. WHICH TALENT WOULD YOU MOST LIKE TO HAVE?
Musical! I knew that was never going to happen when my Grade 6 teacher, Sister Mary Rita said she would give me an A if I would just mouth the words!

11. WHO ARE YOUR FAVORITE WRITERS?
Love fiction and mystery so John Grisham, Ian Rankin, David Baldacci, Lee Child to name a few. I am always reading a book!

12. WHICH WORDS OR PHRASES DO YOU MOST OVERUSE?
I and me.

13. WHEN AND WHERE WERE YOU HAPPIEST?
Christmas mornings with my family. We all look forward to it even 33 years later. We have an absolute wonderful time.

14. WHO IS YOUR HERO OF FICTION?
I was raised on Superman comics.
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