The HR and Labour Management Issue

With stories on the implications of legalized marijuana, what millennials want from their workplaces, and insight from former GVCA chair Don Gosen (pictured) on his new role at the Ontario College of Trades.
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Globally Known. Locally Grown.
Training
Tomorrow’s Workforce

Don Gosen
Named OCOT Chair

Building the
Future

Employees Want Strong
Company Cultures

Four Things
You Need to Know About
Millennials in the Workforce

Legalization of
Pot will make
Construction Less Safe
MESSAGE FROM THE CHAIR

Succession planning is about more than just retirement

I suspect that if you were to ask many small businesses in our community — not just GVCA members — whether they had succession plans in place at their companies, most would answer no. It’s just not something business leaders think about while they’re in the process of actually running their businesses. But they should.

I think most people make the mistake of assuming a succession plan is about managing retirements. That’s part of the picture, to be sure. But we all know that retirement is just one of many reasons why people leave — or even change roles within — companies. A good succession plan needs to look at your organization from a strategic standpoint and imagine where it will be in two or three or five years’ time.

No one knows for sure what our industry will look like in the future, but a succession plan allows you to shape the future of your company through careful planning. For years, the leaders of family businesses simply assumed they’d pass on their companies to their kids who would run the business in the same way as they did. I’m here to tell you that’s less and less likely to be the case in the future. You need to be ready to embrace and respond to that change. You need a succession plan.

MESSAGE FROM THE PRESIDENT

Your company culture on display

I wonder if you’ve ever taken a moment to think about your company culture — the set of values that your business and its employees show to each other and to the world. If you haven’t, you should.

Every single interaction you have with your people and every single interaction they have with your clients and your jobsite partners forms part of your company culture. You may not know it, but people watch and learn from these interactions every single day. Every one of them — good, bad or indifferent — contributes to the perception people have of you.

Although it’s impossible for everyone to control every single interaction with your company, it is possible to manage these things more carefully. Think about your culture, about how you want people to perceive your business. Then create a mantra, or even a guide, to help people understand how to behave in given situations. (GVCA has a template for these kinds of things if you need one.)

It is said that reputation comes in on foot, but leaves in a Ferrari. It’s hard to build and easy to lose. Developing a strong company culture can help your business protect this hard-earned asset.
Crystal Ball Report: Unmatched Construction Intelligence

GVCA's Crystal Ball Report is a unique and insightful member service. Updated daily by GVCA staff, the report tracks planned projects during the pre-bidding phases, following them from concept to design to prequalification, construction and completion.

New South End Recreation Centre
25 Poppy Drive West
Guelph, ON
Value: $56–60 million
Project details: Through the needs assessment, a total budget of approximately $60 million has been identified by the City of Guelph. The construction budget is approximately $56 million.

The South End Community Centre will be approximately 150,000 square feet in area, including:
• two ice rinks, each with seating and change-room facilities, team rooms and storage, accessible viewing areas, media room and related amenities;
• aquatic complex including one eight-lane, 25-metre pool, a therapy pool, universal change rooms, office space and storage areas;
• a double gymnasium with seating and storage;
• 4 to 6 multipurpose rooms;
• indoor running/walking track;
• reception, lobby, circulation spaces, staff offices, facility, custodial, equipment storage, and appropriate IT storage rooms;
• LEED Silver designation (or better).

What's new: Award of work to consultant in October 2017; Conceptual design and order of magnitude budget/schedule expected by March 30, 2018; detailed design drawings expected October 30, 2018.
The project will be divided into three phases; award of the final phase is contingent of approval of budget by city council. At the present time, the consultant is approved to carry out the scope outlined in the first phase only.

Next update: April 2018

Market Snapshot Q3 2017
Waterloo Region & Guelph

Waterloo Region & Guelph is home to the 6th largest Industrial, and 7th largest Office markets in Canada. There is currently 1,058,817 SF of space under construction in 20 buildings across the 4 cities. Over the past quarter, there have been a few new construction buildings completed.

<table>
<thead>
<tr>
<th>INDUSTRIAL</th>
<th>OFFICE</th>
</tr>
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<tbody>
<tr>
<td>SF TOTAL</td>
<td>TOTAL BLDGS</td>
</tr>
<tr>
<td>Cambridge</td>
<td>32,549,835</td>
</tr>
<tr>
<td>Kitchener</td>
<td>20,382,110</td>
</tr>
<tr>
<td>Waterloo</td>
<td>9,125,248</td>
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<tr>
<td>Guelph</td>
<td>25,300,191</td>
</tr>
<tr>
<td>Total</td>
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</tr>
</tbody>
</table>

For more market statistics and information please contact: Jessica McCabe, Research Analyst, jessica.mccabe@cushwakewr.com
Private member’s Bill 164, *Human Rights Code Amendment Act, 2017*, introduced on October 4, 2017 in the Ontario legislature would amend the Human Rights Code to include four new prohibited grounds of discrimination including, social condition, police records, genetic characteristics and immigration status.

Amendments to various provisions of the act are made, including amendments to provide that every person has a right to equal treatment without discrimination because of immigration status, genetic characteristics, police records and social condition, with respect to services, goods and facilities, the occupancy of accommodation, the right to contract, employment and membership in various types of organizations.

**Genetic characteristics**

The right to equal treatment without discrimination because of genetic characteristics includes the right to equal treatment without discrimination because a person refuses to undergo a genetic test or refuses to disclose the results of a genetic test.

**Dis­ crim­i­na­tion be­ cause of im­ mi­ gra­tion sta­tus**

The inclusion of immigration status as a new prohibited ground would clarify the rights of people who are denied access to essential services like health care and education based on their immigration status.

**Police records**

People who have come into contact with police, including victims of crime and vulnerable people seeking assistance, will have their personal information stored by police. The information found in a police record can be an obstacle to employment, volunteer opportunities, housing and receipt of services. People convicted of a criminal offence face unnecessary barriers to rehabilitation and reintegration back into the community. The proposed amendments would support recent legislative and regulatory changes to address the discriminatory impact of carding and police record checks.

**Social condition**

Adding social condition to the Human Rights Code could positively impact those who are unemployed, homeless, poor and vulnerable. These groups face distinct social stigma and discrimination in all aspects of their lives. They are denied jobs, housing and other services because they don’t have a fixed address or stable employment. Homeless people are extremely vulnerable and even face restrictions when accessing public spaces like parks and libraries.

If enacted, the bill comes into force on the day it receives royal assent.

This article appeared on HRinfodesk.com and was written by managing editor Yosie Saint-Cyr.
The answer is all of them. The OPCA collective agreement is typical in this respect. Collective agreements in the construction industry tend to expand the scope of trade jurisdictions beyond what a layperson would recognize as the customary work of the trade in question.

It is not my intention to wade into the wars over the scope of trade jurisdiction between employers and labour, union and non-union employers, or, for that matter, between unions. My point is simply that the scope of trade jurisdiction can be tricky at the margins. Even sophisticated employers with specialized legal advice end up litigating work jurisdiction issues before the Ontario Labour Relations Board.

Download the risk
Unionized general contractors may be tempted to walk a fine line with respect to their collective agreements so they can take advantage of competitive pricing offered by non-union subcontractors. When non-union subcontractors deal with unionized general contractors, they can be drawn into the quagmire regarding trade jurisdiction.

A unionized general contractor working with a non-union subcontractor can download the responsibility and risk of complying with collective agreements to the non-union subcontractor by inserting a union compliance clause into its subcontracts. The clause makes compliance with the collective agreement the subcontractor’s problem. As an outside observer, such clauses are counter-intuitive. A unionized general contractor is usually in a better position than a non-union subcontractor to know whether a line is being crossed. The general contractor is the one who is bound by the collective agreement and has a history dealing with the union. A non-union subcontractor likely does not even have a copy of the collective agreement in question. Non-union subcontractors dealing with unionized general contractors should be wary.

Breaching a union compliance clause can have costly consequences. A unionized general contractor that uses a non-union subcontractor in breach of a collective agreement may incur fines, legal costs and damages for any resulting delay of the project. A union compliance clause allows the general contractor to recover all of those costs from the subcontractor.

Read the supplemental conditions
Among the good habits any contractor or subcontractor should develop is to read the contract documents thoroughly before taking on work. If you are a non-union subcontractor working for a unionized general contractor, keep on the lookout for a union compliance clause. If you find one, ask to have the clause struck from the subcontract. If the general contractor will not agree, the best advice is to decline the work. If you do not have the luxury of declining the work, then you should review copies of the applicable collective agreements, most of which are online. When in doubt, consult a lawyer.

Frank Carere is a labour and employment lawyer at Madorin, Snyder LLP in Kitchener. He can be reached at 519-744-4491. This article should not be relied on as legal advice.
An Enterprise Resource Planning (ERP) system automates and integrates core business processes such as customer service, project management and financial recording. ERP systems can drive huge efficiency improvements in your company by:

- helping you define your business processes and ensuring compliance throughout the supply chain
- protecting your critical business data through well defined roles and security access
- enabling you to plan your work load based on existing orders and forecasts
- providing you with the tools to give a high level of service to your customers
- translating your data into decision making information

As your company grows, your ERP software must keep pace. For some construction companies, growth occurs in increments, with ERP licenses being added as the company hires new employees. For others, quantum changes in project scope, industries served, or customer base can require a complete ERP transition. On average, construction companies have made at least two ERP transitions in the last 20 years. This rate of change is expected to increase in the coming years with more mobile computers and tech-savvy employees at the jobsite.

There are several ERP systems that construction companies should consider during the transition process. The most important objective is to align the ERP with your business’ processes and long-term strategy. The search process can be costly and time-consuming, which is why many companies look to ERP consultants when selecting and implementing a new system.
The consultant should first assess your business needs, the scale of your operations, and your strategic goals. Based on this assessment, the consultant can create a short-list of suitable ERP systems.

The core business processes within each ERP to be assessed by the consultant should include:

- **Customer relationship management**: a model for managing your interactions with current and future customers. Customer relationship management software uses technology to organize, automate and synchronize sales, marketing, customer service and technical support.
- **Finance**: applications for bookkeeping and ensuring accounts are paid or received on time.
- **Human resources**: applications for handling personnel-related tasks.
- **Inventory management**: applications for maintaining records of equipment.
- **Purchasing management**: applications that control purchasing of raw materials needed to build products.
- **Scheduling**: plans for allocation of staff and inventory in a given time period.
- **Quality management**: applications for quality control, inspection plans, and defective item control.

**A guide to ERP SELECTION**

1. **Discovery**
   - Work with an ERP consultant to identify issues and potential solutions
   - Create the project team
   - Construct the project plan

2. **Development**
   - Customize the system as required
   - Create training programs for employees
   - Import data from your current ERP system

3. **Deployment**
   - Validate the imported data
   - Set a go-live date for the new system
   - Train employees

4. **Discussion**
   - Gather employee feedback to improve user experience
   - Analyze ERP data to inform decision making
   - Communicate the value created by the ERP system

This article was written by Patrick Farrer of Pund-IT Inc. He can be reached at 519-342-4004.
On July 18, Finance Minister Bill Morneau released a consultation paper presenting proposed tax changes for private corporations. This followed up on the federal government’s budget announcement stating they were looking to close “tax loopholes” that favoured the wealthy. However, the proposals presented would have a significant impact for many small-business owners in the middle class as well.

**INCOME SPLITTING**

If you pay dividends to a spouse or children, you may be impacted by the proposed changes. The proposals indicate that any dividends paid to spouses or children (regardless of age) would be subject to a reasonableness provision. Any amounts in excess of the “reasonable” amount would be taxed at the highest personal tax rate. There is currently limited guidance on how the reasonable amount will be determined, other than that they will consider past and current labour contributions and capital contributions as they relate to these dividends. This would have a significant tax impact in the situation where one spouse actively runs the business while the other spouse maintains the house and family responsibilities as it would eliminate the ability to split the overall family income and reduce the family tax burden.
FINANCIAL

TAXATION OF PASSIVE INCOME
Incorporated business owners have had flexibility with regards to retirement planning. Many business owners who do not need all of the annual profits from their business for personal cash flow can pay tax at a rate as low as 15 percent (on corporate profits under $500,000) and invest the excess within their corporation for future business expansion or retirement planning. If they were to draw the funds out as earned they would pay personal tax at their marginal tax rates (up to 53.53 percent over $220,000). This allowed for a significant personal tax deferral and many families would invest in their business as their retirement plan in lieu of the traditional RRSP. The Finance Minister has proposed that income from any passive assets (stocks, mutual funds, GICs, real estate investments, etc.) within a corporation would now be subject to significantly higher tax rates eliminating the advantage of investing within a corporation. This will have a significant impact on many small business owners’ business expansion plans, parental leave plans and retirement plans.

CAPITAL GAINS EXEMPTION MULTIPLICATION AND CONVERTING INCOME INTO CAPITAL GAINS
These potential tax changes become important for those looking to complete succession planning and sell their businesses. The rules are complex and should be discussed with a professional if a sale is expected over the next few months. It may be beneficial to hold off on any such plans until after the final legislation is passed to ensure you do not involuntarily increase the tax cost of those plans.

HOW TO PREPARE?
As of mid-October, the rules indicated above are still only proposals and CRA is currently reviewing the feedback on the proposals. These tax changes increase the importance of working with a qualified tax professional to ensure you are compliant with the new rules, once implemented, and are taking advantage of any potential planning opportunities. Stay tuned to GVCA for further updates.

Written by Wayne Root, CPA, CGA, Co-Leader of RLB LLP’s Construction Team. Contact him at 519-822-9933 or visit rlb.ca.
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GVCA’s Christmas Parties

Christmas Lunch
When: December 7, 2017
Where: Kitchener Holiday Inn, 30 Fairway Road S, Kitchener
Time: Reception 12:00pm, Buffet Lunch 12:30pm
Cost: $75.00 +hst

Kids Christmas Party
When: December 9, 2017
Where: Deer Ridge Golf Club, 200 Deer Ridge Dr, Kitchener
Time: 10:00am - 12:00pm
Cost: $5.00 +hst per adult & $15.00+hst per child

To register for events go to www.gvca.org or contact the GVCA office at 519-672-4622.
That is the fundamental question facing Ontario’s skilled-trades training institutions today. The fact of the matter is that the training industry is facing a storm, the size and shape of which no one ever imagined. Doing the same thing in response to changing demographic and technological influences – that is, reaching out to the same groups of people in the same ways and putting them through the same programs – will render these programs almost obsolete in the near future.

Consider the following conclusions put forward by Maxim Jean-Louis, the president and CEO of Contact North, a consultancy that evaluated Ontario’s apprenticeship system on behalf of the Ontario Skilled Trades Alliance (OSTA).

- The skills trades gap in Ontario is large and pronounced. In construction alone, Ontario needs more than 166,000 workers by 2026 just to sustain demand. The gap costs Ontario about $24 billion in annual foregone revenues.
- Two-thirds of students who started elementary school last year will work in jobs in the future that don’t yet exist.
- Digital skills are needed everywhere. The computer isn’t just the tool of the office worker. It’s everywhere and everyone has to be comfortable using one.
- Ontario’s workforce is aging and shrinking, and it does not draw on underrepresented groups – women and Indigenous workers in particular – nearly as much as it needs to.

“The world is changing so fast that today's conventional approaches to skills and apprenticeship training are dated and no longer apply,” said OSTA chair Joe Vaccaro. “More jobs require modern, multi-skilled tradespeople who can multi-task and adjust as our economy changes. Ontario can be a leader in skilling up the next generation, but only if it’s willing to try new ways of training.”

So what’s the answer?

Jean-Louis says change has to happen on three fronts: reputation, skills and qualifications, and life-long learning.

The first challenge – reputation – has been well addressed elsewhere. It hinges on the idea that the skilled trades are simply not seen as first-choice career options for most people aged 13 to 24. They’re viewed as jobs where people end up, not places to build careers or even to become entrepreneurs.

Change on this front must begin in the schools. Even as early as in elementary school, students need to be invited to perform more practical learning with media such as wood, water, glass, fibres and foods. In junior and high schools, change must come in the form of opportunities to learn basic trade skills: fashion, culinary arts, welding, carpentry and so on. In post-secondary studies, students ought to be encouraged to understand the value and importance of trades careers.
Schools shouldn’t carry all the burden. It’s up to other civil society institutions – media, social media, advertising and government—to showcase the benefits of skilled trades.

The second challenge – skills and qualifications – looks at current apprenticeship models and learning for skilled workers. Here, Jean-Louis pulls no punches.

“The model of apprenticeship now widely in use is no longer suitable. Discrete and distinctive boundaries around skills are being replaced by more complex demands for multi-skilled and multi-layered tradespersons. Combinations of skills are required for new forms of work and all trades will need to master the ability to work in partnership with existing and emerging technologies.”

Rather than focusing on the time-tested model of journeyperson-to-apprentice ratios and issues of compulsory certification, the apprenticeship system needs to more carefully study notions of creating modular and stackable approaches to building worker skills and capabilities.

The author also argues in favour of opening new routes to apprenticeships. Completion of Grade 12 does not need to be a necessary criterion for starting an apprenticeship. Surely people who demonstrate commitment and interest in a trade, and can complete skills ad capability modules should be allowed, even encouraged, to participate – no matter their age or education levels.

There also needs to be a concerted effort put forward to attract more women and Indigenous students to the trades. The government has expended a great deal of effort to attract people from conventionally under-represented groups into post-secondary studies—students from low-income families, disabled people, sons and daughters of immigrants, etc.—but comparatively little has been done to convince these people of the worth of apprenticeships and careers in the trades. Strengthening financial support for these people will be critical to success.

The third and final challenge Jean-Louis lists is lifelong learning for skills and trades. His argument: continuous learning is no longer an option for these people. It must become an essential element of their careers – for reasons of productivity and competitiveness.

“As change occurs – some suggest 40 percent of existing Canadian jobs will be replaced by emerging technologies such as 3D printing, new materials, robotics and artificial intelligence – there is need to build into our understanding of trades a need for adaptability and resilience. The future is not a straight line from the past. A qualified tradesperson needs to be able to adapt to the changing nature of their work and to use that adaptability to strengthen and build their practice.”

Training for tomorrow

We live in exciting times, where technology is changing, and promises to further change, our workplaces for the better. It behooves the education and training system to take a long hard look at the way it accepts and prepares new workers for tomorrow’s realities – realities that, in some cases, may not yet be imagined.
Don Gosen
Named OCOT Chair

Don Gosen’s calendar just got a whole lot fuller.

The former GVCA chairman and current electrical instructor at Conestoga College was named the new chair of the Ontario College of Trades (OCOT) in September. It’s an exciting appointment for the GVCA Hall of Fame inductee and although he’s still fairly fresh on the job, he has ambitious plans for the institution.

“[In addition to my regular work chairing the board and ensuring we have a fully functioning and well informed group of people that oversees our activities, I have a handful of my own ideas that I want to bring forward during my two-year term,” he explains.

Clear communications with members
The first is to articulate a clear value proposition for the college’s 237,000 members.

“When people ask us what they get for their $120 membership fee, we have to be able to answer with certainty,” says Gosen. “We have to have a clear statement in mind that explains to these people what we’re doing and what value we bring to them as everyday Ontario workers.”

Doing so, he says, will help build loyalty among college members and boost pride in membership.

Communication is a theme that runs deep for Gosen. He hopes to reach out the college’s members more regularly to highlight its initiatives. Part of the solution to that challenge is OCOT’s Trades Today magazine. Part also lies in forging stronger ties with local and trades associations that can connect directly with their members and further demonstrate the college’s value.

Promoting the skilled trades to youth
A significant portion of OCOT’s mandate is to promote careers in the skilled trades to Ontario youth. As a college instructor, Gosen is especially keen to build on that platform.

“One of the things that surprised me most about my experience at Conestoga College is how many men and women who join our electrical apprenticeship program already have university training,” he says. “The figure is around 40 percent. Now I’d never say that education in any form is wasted, but that figure gives you cause to wonder whether we as an industry are expressing our message of skills training opportunities to young people in
the right ways and across the right channels. If we can be more focused in our messaging, maybe we can recruit people into skilled trades training at earlier ages and not have them bounce from program to program before they find their true callings.”

That’s no small task. Gosen admits that much heavy lifting will be required to coordinate such an approach with the education system as well as with trade associations. Also key will be a renewed focus on bringing workers from under-represented demographics—such as women and Indigenous peoples—into the skilled trades training system.

**A new CEO and new initiatives**

Luckily for OCOT, it has an exciting new leader at its helm.

In September, OCOT named George Gritziotis, the province’s former Chief Prevention Officer, as its new CEO and registrar. Gritziotis brings a wealth of experience in human-resource development and labour-management partnerships in the construction, industrial and services sectors.

“He’s a natural fit to lead the college,” says Gosen.

That’s a good thing. The past few months have been busy for the college and more work is sure to come.

In October, OCOT released its code of ethics, a document that aims to raise the standards and profile of the skilled trades by further clarifying members’ professional obligations. Compulsory for members, the code describes to members how to engage in the practice of their trades in the most professional way possible, and is an essential element of the college’s ability to self-regulate.

“The vast majority of our members already display very high levels of professionalism and pride in their certification,” says Gosen. “This code provides a business advantage for members. Ontarians want to hire and work with tradespeople who have the right training and are held to the highest standards. We want OCOT members to draw the public’s attention to this code and make it part of their regular operating procedures as a point of pride.”

Another big issue in front of the college is a proposed regulation that would set out the process for the referral of trade classification review requests. Recall that in the 2015 Tony Dean review into the operations of the college, OCOT was mandated to establish a new evidence-based review process for trades classifications. Earlier this summer, the college provided the Ministry of Labour – which is now responsible for oversight of OCOT – with a draft regulation that addresses this requirement. Feedback is pending.

Finally, the college is in the midst of fine-tuning its compliance and enforcement policy and processes. It released a new policy in May that targets important issues such as addressing the underground economy, enforcing journeyperson-to-apprentice ratios and safeguarding vulnerable workers. But that document is only part of a larger picture, says Gosen.

“When you think about it, our enforcement officers are the face of the Ontario College of Trades for most of our members. We’re looking at the work these officers do, how they can improve upon it, and how they can help our members achieve the status they need to.”

Given all these issues, and anything else that happens to come OCOT’s way in the future, Gosen will likely be a very busy man.

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**In addition to my regular work chairing the board and ensuring we have a fully functioning and well informed group of people that oversees our activities, I have a handful of my own ideas that I want to bring forward during my two-year term**

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The Canadian construction industry is forecast to lose almost 20 percent of its workforce – close to 250,000 workers to retirement – over the next decade, while estimates based on historical data predict the potential for 216,000 new workers to enter the industry during this same period.

This imbalance is sure to create a substantial deficit in the workforce, especially if there’s an upturn in the overall volume of work. So, what’s the industry to do?

“Every time we have hit a demographic shortfall, we, as an industry, have had the responsibility to train new workers,” says Bob Blakely, chief operating officer for Canada’s Building Trades Unions. “Instead, we have said, ‘I don’t have to do this. Someone else will come along. When I need workers, they’ll just be available.’ We have traditionally done a poor job in replacing the people who have left the industry. As a result, the situation that we now find ourselves in is an example of the triumph of poor planning.”

The degree that this current situation will become an issue depends on the region in Canada, with some areas being more affected than others. For example, the demographic challenge is more acute in the Atlantic provinces where the loss of skilled workers to retirement is closer to 25 percent.

The Canadian construction and maintenance industry has grown substantially in both scope and opportunity over the last 20 years. According to the Canadian Construction Association (CCA), as of June 2017, approximately

Editor’s note: This article originally appeared in the fall 2017 edition of BuildForce magazine. We reprint it here with permission.
1.4 million Canadians are working in the construction industry; in 2010, this number was 1.2 million, and in 2000, it was 807,000.

Looking ahead, technology and innovation will play a more critical role in mitigating the impact of a workforce shortfall. As such, industry is looking at many new means to address this, including stepping up efforts to engage and attract the next generation of skilled workers from all sources of labour – including women, Indigenous people, immigrants, youth and others – as well as using new methods of construction, such as automation, pre-fabrication, and modular construction.

“Every threat provides an opportunity,” says Michael Atkinson, president of the CCA. “The workforce deficit will certainly be a challenge, but it won’t be an insurmountable one. Most of the industries in this country are going to demonstrate their resiliency going forward and will find ways to do more with less.”

**Increasing immigration**

“When people tell me that we are going to lose 250,000 workers to retirement and may only bring in 216,000 to replace them, I say that the solution to the loss will be found, in part, by looking at giving priority for permanent entry to Canada for people with needed skills,” says Atkinson.

With the current influx of new Canadians, and recognizing the many barriers they can face entering the workforce, numerous organizations have created programs to help immigrants succeed.

A new program at Red River College, located in Winnipeg, Manitoba, began teaching refugees English this past spring. The end goal, and after completion of the four-month course, will be to provide these students with work experience related to the construction industry.

After the course is complete, students will participate in a paid month-long, full-time work placement to refine skills and obtain on-the-job experience.

Placements are focused on drywalling, masonry, and flat-top roofing.

The Immigrant Employment Council of British Columbia is building on the FAST Program, which helps skilled and internationally trained immigrants connect with employers in Canada, all before they actually move here. Thirty-five skilled trades are included under this program, giving newcomers a head start in the Canadian workplace. The online program provides information about employment in Canada, a comprehensive assessment of their skills, and advice on how to improve their training.

A pre-apprenticeship home renovation program in Ottawa is providing free technical training in carpentry, drywall and tile-setting to immigrants. The course runs four days a week, enabling students to work the other three days, and upon completion, participants are offered a paid work placement. The program is the result of a joint effort between the YMCA-YWCA of the National Capital Region, the public school board, and John Gordon, founder of Your Reno Guys, which is a local renovation company.

**Welcoming women**

Women, who currently make up about four percent of the construction trades workplace, are an underrepresented source of labour for the industry. A 2016 BuildForce Canada report notes that the construction workforce grew by 90 percent over the past 15 years, but women’s participation only grew by about one percent.

Women Building Futures (WBF), an Edmonton-based training organization, is working to move these numbers in a more positive direction. WBF programs educate women about careers such as ironworkers, carpenters, heavy equip-
ment technicians and heavy equipment operators, and provide students with hands-on skills development.

More than just training though, WBF works with industry to also secure employment for graduates. “We’re not about training women for the sake of training,” explains Kathy Kimpton, president and CEO at Women Building Futures. “We’re... looking at employment opportunities for women when they’re done our program.”

Many WBF programs are employer sponsored, with employers coming to the organization with funding, a request as to the number of employees they need, and a commitment to hire participants once they have graduated. WBF then develops custom skills-development programming, specific for women, with input from the employer.

Kimpton recalls that when the organization was created in 1998, they had a difficult time getting industry employers to hire the women graduating out of WBF programming. “Now, almost 20 years later, it’s employers coming to us saying, ‘Can you train 18? We need some scaffolders.’ It’s really a great feeling.”

BuildForce Canada is also working to help women enter – and stay – in the construction industry, through a 2016 project funded by Status of Women Canada. This federal government organization promotes equity for women and their full participation in the economic, social, and democratic life in Canada.

The 36-month project aims to engage the Canadian construction and maintenance industry to increase industry readiness and build upon its capacity to recruit and retain women within its workforce. Alongside industry, this project will develop the tools and resources needed for employers to create work environments that are respectful and inclusive.

The resources created will include an online employer self-assessment tool, respectful workplace policies, and an online training course for both workers...
and supervisors that will provide practical skills in creating and participating in a respectful and inclusive workplace.

“The goal is retention,” says Rosemary Sparks, former executive director of BuildForce Canada. “We have to create the kind of environment that’s going to encourage women to continue their career in construction. We believe that this project, creating a respectful and inclusive workplace, will help this happen.”

Moving forward
In May 2017, the federal government announced the Union Training and Innovation Program, which was created to help the next generation of apprentices and tradespeople – particularly women and Indigenous people – get the skills they need to succeed in an increasingly competitive economy. The Government of Canada worked with unions and stakeholders, as well as provinces and territories, to design the $85 million training program.

It includes two streams of funding: one where unions receive financial support to purchase up-to-date training equipment and materials to help meet industry standards, and the second to fund innovative approaches to break down the barriers that deter women and Indigenous people from starting a career in the skilled trades. The program also aims to improve apprenticeship completion rates in Canada. Currently, only about half of all apprentices complete their training and become certified journeypersons.

“We’re helping apprentices and tradespeople get the skills they need to succeed, and breaking down barriers for women and Indigenous people in pursuing a great career in a skilled trade,” explained Patty Hajdu, Federal Minister of Employment, Workforce Development and Labour, in a press release.

With close to 250,000 skilled tradespeople set to retire, difficulties loom. Challenges are meant to be overcome, however.

As demographics shift and industry looks to replace an aging workforce, a new employee stream is available: Canada’s newcomers, Indigenous people, and women are ready, willing, and able to step in and make an impact.
Employees Want Strong Company Cultures

The findings of the annual What People Want Survey from Hays Canada suggest company culture — not just a paycheque — is more important than ever for workers.

Recruiting firm Hays Canada has released the findings of its annual What People Want Survey, and they may surprise. Based on insights from more than 4,000 employees across the country, the survey is a snapshot of the shifting priorities of the Canadian workforce when it comes to salary, benefits, culture and career growth.

The main finding of the 2017 survey: company culture is more important than ever to workers, and 74 percent said they’d be willing to take a pay cut for their ideal job.

Hays Canada first surveyed Canadians about their career preferences in 2013. The findings of the 2017 survey show that in the past four years, overall work satisfaction has declined by 19 percent and that 89.8 percent of Canadian employees would consider leaving their current jobs for something else, up from the 77.6 percent reported in 2013.

While financial compensation continues to dominate career decisions, there has been an 11 percent drop in how salary is weighted. Canadians today place far more importance on company culture, up 26 percent since 2013. In fact, the combination of career progression and workplace culture trump paycheques when it comes to making career decisions.

"Canadians want a company culture that speaks to their core values," said Rowan O’Grady, president of Hays Canada. “Their priorities are changing and employers that want to attract and retain the best and brightest also need to be willing to change. They cannot continue to offer the same incentives and compensation and expect to remain competitive in this tight talent market. Strong leadership, open communication, flexibility and career training are only going to grow in importance as Generation Y moves up the corporate ladder."

Key findings:
- Two-thirds of respondents said they would take a step down in seniority, and three-quarters would take a pay cut, for their ideal job.
- Forty-one percent of people looking for a new position said company culture—open communication, strong leadership and work-life balance — is their primary motivation.
- Thirty-one percent of active job seekers would take a new position without a pay increase.
- Having a personal development allowance is the benefit most survey respondents want, but only 20 percent receive one.

By generation:
- Generation Y respondents — now the largest cohort in the workforce — were most likely to say they would take a pay cut of more than 10 percent for their ideal job.
- Of all demographic groups in the workplace, Generation Y rate career growth the highest and 76 percent said they wanted a personal development allowance.
- Generation Y says work-life balance is the most important aspect of a company’s culture.
- Generation X is 13 percent more likely to demand a signing bonus when compared with baby boomers.

In construction:
- 77 percent would take a pay cut, and 63 percent would take a step down in seniority, for their ideal job.
- 40 percent are satisfied with their current role.
- 91 percent would consider leaving their current role.
- 43 percent are experiencing high or extremely high work pressure.
- Although salary (40 percent) is the main driver that would consider a construction professional to accept a new job, career growth (22 percent) and workplace culture (20 percent) also matter.
- Construction professionals are more interested in bonuses — 72 percent would accept a pay cut if it there was potential to earn a higher bonus.
- One third of construction professionals (31 percent) say a flat
hierarchy is important for a good company culture, which is 21 percent higher than the overall average.

- Construction candidates were 50 percent more likely than overall average to report receiving a company car or car allowance, but were only 18 percent more likely to say it was important to them.

Construction respondents said the projects they worked on were the most important element contributing to career growth. Attract and retain by promoting which projects a candidate would be working on, and by communicating with current employees about which projects they will work on as their career progresses with the company.

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The fact of the matter is that this is a new generation of workers with entirely different ideas about how the world should work. They are — by far — the best educated generation to hit the workforce in history. They’re thoughtfully raised by their parents and, get used to it, they’re not nearly as motivated by money as you are.

Most importantly, whether you agree or disagree with any of the above, there’s one simple fact you can’t argue with: millennials are coming and you’d better get comfortable with them. By 2025, experts say they’ll occupy three-quarters of the global workforce.

Here’s what you need to know about the next generation of workers that are about to join your company—and a few suggestions on ways to keep them engaged in your company so they don’t just up and leave one day.

1. They want to share responsibility. Let them.

Millennials grew up in family environments unlike any other. They were involved in family decision making. Never mind the my-way-or-the-highway style your parents used to run your household. These folks grew up in places where consensus ruled.

Most people characterize millennials’ desire for inclusion and shared responsibility as entitlement. It’s one of the biggest knocks against this generation. Actually, what they’re asking for is not to be treated as someone at the back of the pack, but as a valued and valuable contributor. Embrace that fact. It’s not everyone who wants to take responsibility for making decisions, as we all know. The role you give them doesn’t have to be large. No one’s suggesting they be put in charge of sweeping policy decisions. But you can engage them on more micro-levels: stocking and ordering office supplies, setting and enforcing office environmental policies, building out your corporate social responsibility programs.

2. Support their desire for work-life balance.

Baby boomers take note: you’re the last of a dying breed. The long hours you put in at work, the sacrifice — everything for advancement attitude you put forward — they’re about as current in the workplace these days as ditto machines and typewriters. Today’s generation of workers wants a decent paycheque, yes, but not at the cost of putting in long hours. They’re not living to work, they’re working to live. Don’t ask them to put in extra time in the evenings and on the weekends. As far as they’re concerned, the health of the company takes a back seat to their own health.

Start getting used to the term “human scheduling”, which is a new cliché for finding ways to make working arrangements more flexible than eight hours a day, five days a week.

3. Be clear about advancement.

Millennials are often called the videogame generation. Growing up in front of Nintendo and Sega and Xbox had a profound effect on the way they understand rewards. Anyone who’s ever played a video game of any substance knows that when a player completes a level or defeats a boss character, he or she is rewarded for the job well done: money, prizes, new equipment and so on.

This thinking has come to shape how these people view tasks and rewards in their work lives. They expect to be rewarded at the conclusion of important and challenging tasks. Understand this and accommodate. No one’s saying large
cash bonuses are required, but gestures of good faith are important and in line with their expectations.

Speaking of expectations, as millennials come into the workplace, they understand that they are highly educated and extremely well trained. As a result, they expect to rise quickly through the ranks of the company—much more quickly than most current managers will allow. Be clear about their path to advancement. You don’t need to pacify them by rewarding that behaviour, but you can be clear about what’s expected of them and where their good performance will take them.

4. Give them feedback.
Feedback has been a cornerstone of millennials’ early life development. They received close attention and encouragement from parents and teachers, so it’s natural that they expect the same at work. Conversely, it’s a real shock to them if no one at the office acknowledges a thing they’re doing. Some managers call this hand-holding. It doesn’t have to be that way, but there’s no reason why senior company officials can’t deliver more praise and suggestions to younger workers, especially ones that are just learning the company ropes.

Quick Tips: millennials in the workforce
Here are some other tips and suggestions for integrating millennials into your workforce.

1. Set up mentorships.
The Internet and social media have allowed millennials to exchange knowledge and ideas with one another. Bring that same exchange of ideas into your office.

2. Communicate in the right way.
Older workers usually prefer to discuss ideas face to face; millennials usually prefer communications over email. Ask and adapt.

3. Challenge them.
Millennials are used to doing several tasks at the same time. Stimulate them at work by giving them multiple jobs to accomplish.

4. Give them technology to use.
Millennials love technology. Make it part of your workplace and allow them to flourish using new tools.

5. Avoid repetitive tasks.
No one wants to do grunt work around the office, but the best way to disengage a millennial is to give them those “rookie” tasks that you grew up with.

Demonstrate your commitment to the business by being a capable and accessible company leader. Let them ask questions, give them feedback, invest the time to train them.

7. Understand they probably won’t retire here.
Millennials like to use the term “personal branding”, which is another way of expressing the idea that they’re in this for themselves, not for the business. If your company doesn’t align with their personal branding, don’t expect them to stay working for you. They’ll find another company that lines up with their expectations and beliefs.
Legalization of Pot will make Construction Less Safe

There has been much talk and speculation over the oncoming legalization of marijuana and its impact on society. This discussion and the consultations taking place are welcomed, but we have noticed that they fail to include any mention of the serious impact on health and safety in the workplace. Problems already exist due to legalized drugs, including legal medical marijuana, in the workplace.

The Ontario government consultation, in fact, does not even mention the impact that this will have on health and safety in the workplace. This is, in our opinion, a glaring omission.

The major scandal in the United States and Canada over over-prescribed narcotics for pain has spread to the courts and mirrors the lawsuits that were launched against the tobacco producers.

In Ontario, the Workplace Safety and Insurance Board has been concerned for some time over the use of pain medication and its impact on injured workers.

Pandora’s Box?

Recently, there have been some high-profile examples of the attitude being taken towards drugs in the workplace. On one site, workers were upset by another worker’s use of medical marijuana anywhere he liked. This led to conflict. The contractor did its best to accommodate the worker, but had no choice but to remove him in the end. Others were refusing to work with him. Of course, the contractor is being sued.

On another high-profile case, the Elk Valley Coal decision of the Supreme Court, upheld the employer’s right to dismiss an employee who was under the influence of drugs when they had an accident. (Readers can access this case on the OGCA website as we had status along with others on this case.)

Closer to home, the Toronto Transit Commission has obtained the right to administer random alcohol and drug testing—despite strong resistance from the union representation. Once implemented, the testing delivered immediate results.

Editor’s note: This commentary was prepared by Clive Thurston of the Ontario General Contractors Association. We reprint it here with permission.
The American Automobile Association reports that fatal motor vehicle crashes have more than doubled in states that have legalized the recreational use of marijuana.

Construction’s challenge
The challenge in the construction industry is very clear: employers have the responsibility to employ only workers who are fit for duty. However, they also have the responsibility to accommodate medicine used for medical or other conditions. How do you confirm the fitness for duty of a person using drugs or with a prescription that impairs their judgment or ability to operate machinery or complete the tasks necessary on a construction site?

The OGCA has been raising these questions for over a year, and so far, the answer provided by the government is a non-answer.

The rights of many...
It appears that, up until now, the old adage that the rights of the many will not outweigh the rights of the few has governed how the courts and others have dealt with this issue of workplace drug use. Time and again, requests for testing have been rejected by the legal system. Often two things are cited: a person’s right to privacy and the potential danger to the public.

With the coming legalization of marijuana, what will be the rules?
Why should the so-called rights of the few for privacy override the rights of the public and the thousands of workers in construction to be protected from a serious threat? Where we know that a person has a problem, we are required to assist them—and we do. Once marijuana is legalized, what stops workers from stepping off site to have a joint with lunch? That’s assuming that, as with tobacco, our sites will be smoke free. As stated, we have had issue with workers smoking on site who have medical clearance for marijuana.

As with the Elk Valley case, if a worker does not disclose his addiction or that he or she is under the influence, how are we to determine if they are fit for work? How do we provide a safe work environment for the other workers?

The TTC was able to obtain the right to conduct random testing. A key part of its argument was public safety. That makes sense with buses, subways, and street cars on the roads, interacting daily with the general public. One can see the logic of such a point.

Yet those thousands of men and women who work on construction sites everyday should not be afforded the same level of protection. Why?

Are the lives of construction workers any less valuable than those of the public? Will our families not grieve just as hard when we suffer losses? Why is there a distinction? Is it assumed that just because a site or work area has barriers or fencing around it, that the public is safe so no need to worry about what happens within those confines?

Think again. Look at the massive infrastructure works underway across the province, many of which are being carried out in tight confines within cities: tunneling, cranes, heavy equipment of all kinds. Our sites are dangerous and we work hard to make them as safe as we can. But now, the powers that be feel that we don’t count somehow when it comes to protecting our people from the impact of unknown or recreational drug use. The rights of the many mean nothing!

Under the influence – and on site
Is it unreasonable to assume that an operator could be under the influence as in Elk Valley and no one knows? Could they crash a piece of machinery, drop a load off a crane or some other incident that would not only injure or kill other workers but spill outside that tidy wall around the site and put the public at risk?
Think of a school where we are often renovating or building additions while the school is in operation!

The answer is obviously yes. Yet we still refuse to face reality to take this seriously. We still see massive efforts to stop any form of testing or protective measures. Why? Are not the lives of every worker valuable? Do they not deserve the same protection as the “general public” and does not the general public risk exist and therefore need to be protected?

Coroner’s juries in Ontario and other studies have found that, in between 35 and 40 percent of fatal workplace accidents they investigated, the person causing the accident had impairing substances in their body. Once these changes come into place, one has to fear these numbers will go up.

It is unbelievable that, even with that number, we have not taken steps to ensure it stops and to make our sites safe for all workers.

Let’s deal with this now

Legalization of cannabis is coming, so now is the time for a serious discussion on how to deal with the problem. It is time that the rights of the many, in this case, supersede the rights of the few.

Construction sites must be a no-go place for any kind of impairment due to drugs or other intoxicants and the tools to ensure that must be given to the industry.

At present, there are no roadside detection devices that can effectively measure marijuana impairment, and no legal marijuana impairment threshold. The same problem will exist on our construction sites unless other tools are made available. The wellbeing of our workers is paramount.

Failure to address this makes a mockery of all the efforts put forward to ensure our sites are safe and healthy places to work.

The OGCA participated in, and submitted our recommendations to, the province’s consultation, but stronger leadership is needed before the usual suspects try to derail any reasonable measures needed to protect workers.

The CCA is actively pursuing an amendment to the legislation so that employers will be able to implement fit for work policies that include random drug testing for safety sensitive positions.

Unfortunately, governments at this time have decided that impaired workers are employers’ problems – not theirs. OGCA is challenging governments to acknowledge the issue by giving employers the tools to protect our workers.

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**Note:**
All education & training will be held at GVCA -25 Sheldon Drive (unless noted otherwise).

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November 16th 12:00pm-2:00pm in Cambridge

For more information please contact Sarah at staff@gvca.org or call 519-622-4822 x 124 to register.