Saskatchewan Masonry Training Centre of Excellence: Business Plan

and

Prairie Provinces Training Improvement Coordinator Feasibility Assessment

Saskatchewan Masonry Training Centre of Excellence and Western Training Improvement Coordinator Business Plan

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Saskatchewan Masonry Industry Training Centre / Western Training Improvement Coordinator Business Plan

Brief Description

The Masonry Industry in Saskatchewan and the Prairie Region as a whole has been working for several years to address various Human Resource issues at the national level. The Saskatchewan Masonry Institute (SMI) in partnership with Local 1 of the International Union of Bricklayers and Craftworkers (IUBAC) sought funding from Saskatchewan Learning and the Department of Western Economic Diversification to improve the training and development of the workforce, in Saskatchewan and across the Prairie Region

Employers in the masonry industry face a serious, long-term shortage of the work force skills they need to compete and expand. To meet this challenge requires ramping up the number of apprentices trained and providing upgrade training for journeypersons in the industry. The training currently available to the industry falls short of meeting the industry's needs, especially in delivering certified (Red Seal) workers, and the overall number of entrants.

The business plan originally focused on the feasibility of a Regional Training Centre, serving the Prairie Provinces. The concept was refined during the course of the investigation to reflect the perspectives of the masonry industry in individual provinces. For the Prairie Region as a whole the concept of a Training Improvement Coordinator was developed, while for Saskatchewan a feasibility assessment of a smaller training facility was conducted.

The Training Improvement Coordinator is a role that would serve Manitoba, Saskatchewan and Alberta to assist industry with various initiatives focused on supporting and improving the training for apprentices and acting as an industry liaison with various government agencies, and attract new entrants.

The Saskatchewan Masonry Training Centre feasibility assessment provides the industry with a framework to evaluate the opportunity of operating its own training facility. This includes evaluating building and operating their own facility or renting a facility for training.

This document is divided into two main sections. Section one is the business plan for the Saskatchewan Masonry Training Centre of Excellence, while Section two provides the framework for the role of Training Improvement Coordinator for the Prairie Region.

Executive Summary

Section One of this binder presents the business plan for the Saskatchewan Masonry Industry Training Centre of Excellence. It provides a review of the objectives, an economic overview of the industry and the challenges it faces. Findings reveal the need for training more skilled workers to be able to maintain and grow the workforce to meet the industry's needs. The business plan includes the rationale for various training models which were considered and a financial analysis of sustaining an industry operated training centre.

Section Two pertains the concept of creating a position for a Western Training Improvement Coordinator.

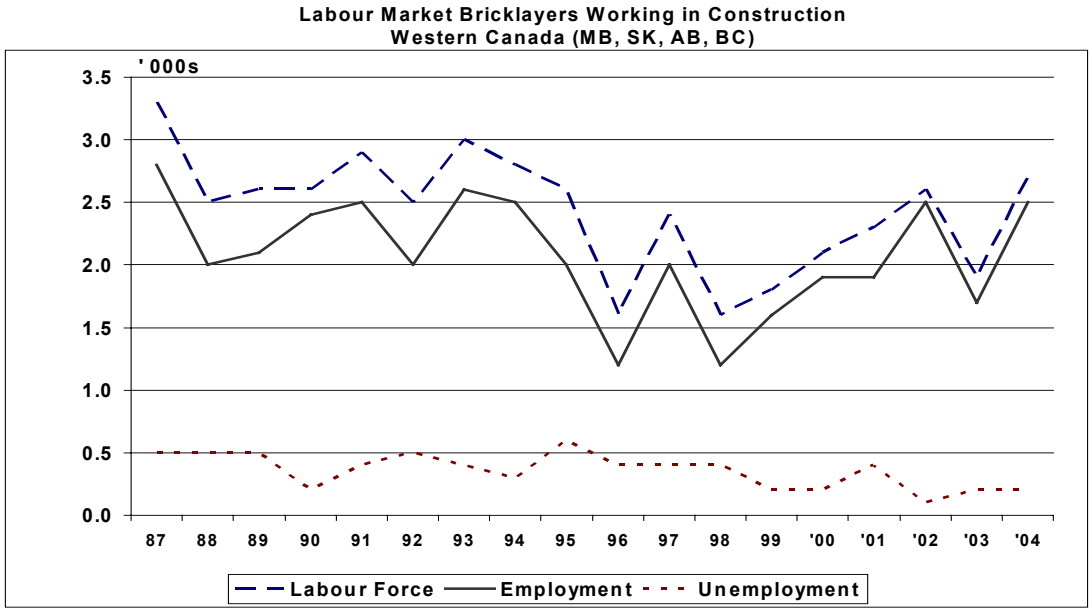
The following core values should define a training and certification program for the trades. The system must:

- Balance the benefits of providing specific skills needed by employers with the benefits of skill breadth to workers seeking employment.
- Meet the emerging need to replace the large number of tradespeople who will retire between 2005 and 2013.
- Address the escalating cost of training by establishing common programs and promoting mobility as well as securing more funding for training.
- Limit the costs of business cycles and the periodic loss of skills to other industries.
- Fill vacant jobs quickly with locally qualified workers, or if none are available, with workers from other regions or provinces.
- Recognize the priority of providing long term and secure employment for Canadian workers before turning to workers from other countries.
- Offer fair and efficient prior learning assessment and recognition to promote mobility of qualified workers.

A review of labour market conditions reveals the extreme cyclical risks for workers in the trades and describes how the recession in the 1990s reduced the available workforce of skilled trades. The need to rebuild this group is set out with reference to expected growth in the market and the Saskatchewan Masonry industry plans to regain market share. Industry must also address the need to train new entrants to replace retiring Baby Boomers over the next ten to twenty years.

These findings are consistent with reports of shortages of bricklayers during the peak summer season in many regional markets across Canada. These reported shortages are related to the major loss of experienced workers during the recession and the slow rate of return during the recovery. The consequence is a shortage of available workers with any experience in the trade and a more severe shortage of workers with special skills.

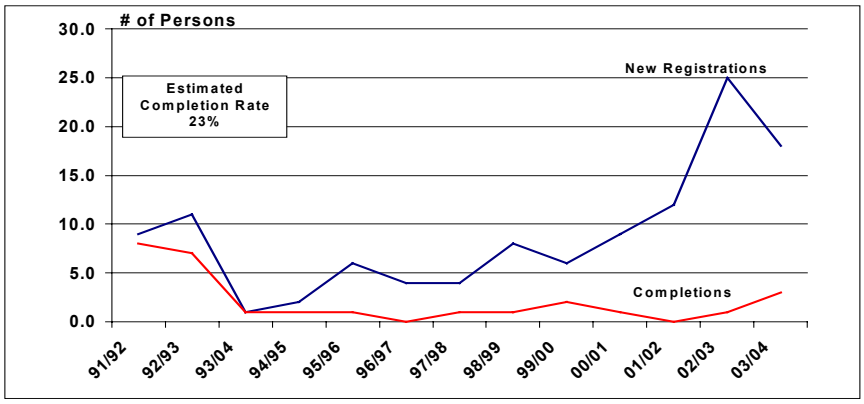
Trends in the Labour Market, 1987 to 2004



In summary, the masonry industry in the Prairie Provinces must plan to meet the increased demand for between 495 and 635 bricklayers over the next decade. Saskatchewan requirements are estimated at 55 to 85 bricklayers. The lower number allows for the replacement of retiring workers and a 1% annual trend growth in construction activity. The higher demand level represents replacement workers, growth in construction activity and masonry capturing a larger share of the market.

Targets described above are better understood with reference to the recent low levels of training. Apprenticeship statistics for Saskatchewan shows less than 5 completions per year for bricklayers, since the early 1990's. The 2001 Census data shows that Saskatchewan has the lowest certification rate of the Prairie Provinces at 39%, while Alberta and Manitoba are at 54% and 63% respectively. Saskatchewan also has to contend with a strong economic climate in Alberta, which may draw workers out of province.

Bricklayer Apprenticeship Statistics 1991 – 2004 - Saskatchewan



The Saskatchewan masonry stakeholders identified several areas that must be addressed immediately, including:

- Getting people into the training system.
- Significant drop out/discontinuation rates of apprentices.
- Low rate of certification in the workforce.
- Issues related to the Inter-Provincial/Red Seal (IP) examination.
- Apprentices falling "between the cracks".
- Engaging more employers in training.
- Effectiveness of on-the-job training.
- Improvements to curriculum – mobility of apprentices.
- Avoid duplication of efforts.
- Manage risk to training programs

Four models of training delivery were developed by industry as a vehicle to address the issues listed above.

1. Regional Training Centre

This was the original premise for the study. It was a concept developed to address the aforementioned issues. A financial model was created for this model and discussed with the labour and employer representatives from all three provinces.

2. Satellite Training System with Training Improvement Coordinator. Saskatchewan develops new industry-owned facility.

This model was developed to take into consideration that provinces outside of Saskatchewan may not wish to change their current system of training, but would be interested in improved coordination of activities across the Prairies. The second version of this model would provide for the rental of training facilities.

3. Saskatchewan Masonry Industry Works with SIAST to Improve Training System

This model would focus on the Training Improvement Coordinator Role and Saskatchewan to improve it's own system through existing delivery mechanisms.

4. Training system continues to operate as is, with industry in each province making improvements independent of each other

This model was reviewed as a fall back position, if nothing changes.

The Masonry Industry in Saskatchewan has a long history of working with SIAST to meet its demand for skilled workers. In the past, this has been a mostly successful relationship and there is great potential for the future. However, in recent years the performance of the program as well as the nature of the relationship between industry and SIAST has not been meeting its potential.

The masonry employers have a significant stake in the training of apprentices, the future of the industry depends on having a skilled workforce. The prime objective of masonry contractors is to bid and win masonry jobs. Training apprentices is their responsibility on-site, not in the classroom.

There is still a strong desire to come to work with current training providers to create a new and productive dynamic in the training of apprentices. To do this industry and its training provider must

- Ensure the existing curriculum is fully taught,
- Ensure quality instruction,
- Locate training in proximity to industry support, and
- Over the long-term develop a recognition for trades training by developing a centre of trades training excellence for all trades

Description of Proponent Group And Strength of Partnership

Future Project Proponent: Saskatchewan Masonry Training Centre of Excellence

Saskatchewan Masonry Training Centre of Excellence Fund
<Address>
Phone:
Fax:
Email:

Contacts:

Labour

Clarence Mendernach,
Business Manager
IUBAC Local 1
1601 McAra Street
2nd Floor
Regina, Saskatchewan
S4N 6H4

Phone: 306.359.6356
Fax: 306.347.8543
Email: cmedernach@sasktel.net

Employers

Bob Afseth,
Executive Director,
Saskatchewan Masonry Institute
532 Second Avenue North
Saskatoon, Saskatchewan
S7K 2C5

Phone: 306.665.0622
Fax: 306.665.0621
Email: bob@saskmasonry.ca

Description of Proponent and Related Actors:

This Section describes potential structure and modelling for achieving the goal of developing a Saskatchewan Masonry Training Centre of Excellence. At this point the key elements have not been finalized.

Saskatchewan Masonry Training Excellence Fund:

This model assumes joint contributions between Management and Labour

The Saskatchewan Masonry Excellence Fund would have to be established as a legal trust. It would represent masonry employers, and the members of the International Union of Bricklayers and Allied Craftworkers in industrial-commercial-and-institutional (ICI) and residential sectors of the construction industry in Saskatchewan. It would be funded by the organized sector of the industry.

It would be advised that the Training Trust be incorporated as a Saskatchewan corporation without share capital.

Governance of the Training Excellence Fund would be determined, based on source contributions; ideally it would be *jointly* governed by a Board of Directors, comprising representatives nominated by the employers' organization (i.e., the Saskatchewan Masonry Institute) and representatives nominated by the IUBAC local. The Training Excellence Fund could have either a rotating chair, one term from employers and one term from labour or be co-chaired by a board member representing the employers and a board member representing the union Locals. Pending the appointment of full-time staff, the business affairs of the Training Excellence Fund would be administered by two industry resource personnel – one representing the employers' organization and one representing the union local. Key decisions of the Board of Directors, involving such matters as hiring of a Training Centre Director, approval of the annual operating and financial plan, and approval of agreements with governments for funding would require the support for both a majority of employer directors and a majority of union directors.

Financing of Saskatchewan Masonry Training Excellence Fund:

The Trust Fund would require financing by matching employer and employee contributions based a total of $0.60 for each hour worked by all masonry employees (based on an average of 195,000 annual hours). The obligation to make these contributions would be set out in the provincial collective agreement between the employers and the union. As such, the obligation on both employers and employees to make these contributions is enforceable under the provincial legislation.

Possible Structure for Training Excellence Fund.
Contributions to the Training Excellence Fund could be determined *subsequent* to negotiation of the collective agreement between the Unionized masonry employers and the IUBAC. In other words, the hourly employer contributions ($0.30/hour) would not be a re-allocation of the agreed wage package, but are an addition to the agreed wage package that was incorporated in the provincial collective agreement by an amendment to that agreement. This would demonstrate the high degree of support among employers for the training objectives of the Saskatchewan Masonry Training Excellence Fund.

Annual contributions to the Training Excellence Fund would be approximately $117K, equally divided between employers and employees.

Saskatchewan Masonry Training Centre:

The Saskatchewan Masonry Training Excellence Fund (TEF) will construct, own and operate the Saskatchewan Masonry Training Centre of Excellence (SMTCE). The land, building, machinery and equipment of the SMTCE will be wholly owned assets of the TEF. Curriculum materials and any other intellectual property developed by the SMTCE also will be wholly owned assets of the TEF.

If it is determined to rent facilities the TEF will assume the responsibility for rent and operating costs.

Saskatchewan Masonry Institute (Employers):

The Saskatchewan Masonry Institute (SMI) was established in 1978. The unionized contractor members of SMI are represented by the Construction Labour Relations

Association of Saskatchewan in labour negotiations. The current agreement runs from May 2005 to 2008 and includes ICI and refractory sectors of the masonry industry.

International Union of Bricklayers and Allied Craftworkers (IUBAC):

The IUBAC, Local 1 represents approximately 150 unionized bricklayers in Saskatchewan. The IUBAC is the employee bargaining representative.

Proposed:

Strength of Partnership and Central Role of Employers:

1. *The employer and employee partners have each legally bound themselves to contribute equally to the Saskatchewan Masonry Training Excellence Fund at a rate which will generate approximately $117K in contribution revenues annually.*

2. *The employer and employee partners have made their contribution obligations enforceable by amending their collective agreement to specify the contributions. Under the Saskatchewan Labour Relations Act, this makes the contributions enforceable through an order of the Saskatchewan Labour Relations Board.*

The Construction Industry Labour Relations Act, 1992

The Construction Industry Labour Relations Act, 1992 provides for province-wide negotiation of agreements and for representation of unionized contractors in a trade division by an employers' organization. The Construction Industry Labour Relations Act was designed to bring about uniform agreements amongst unionized contractors throughout the province.

The Act insures funding is available for collective bargaining, contract administration and industry development. All unionized contractors pay a fee to the employers' organization based on the number of hours worked by unionized employees in Saskatchewan.

3. *The employer partners undertook their contribution obligation after completing negotiations for a province-wide collective agreement. The employer contributions, therefore, do not represent a re-allocation of the negotiated wage package, but are over and above the wage package.*

4. *The Saskatchewan Masonry Training Excellence Fund is founded on the principal of joint governance and equal control on all matters between the employer partners and the union partners. This is reflected in:*

    - *the 50/50 membership on the Board of Directors,*
    - *the 50/50 membership of the Executive Committee*
    - *the appointment of co-chairs from the employer and union Board members,*

- *the appointment of two industry resource persons from the employer and union partners, pending the appointment of a permanent Training Centre Director,*

- *the by-law provision that key decisions of the Training Excellence Fund require a majority of the employer directors as a well as a majority of the employee directors.*

5. *The employer representatives (including participation from the national association: Canadian Masonry Contractors Association), along with the union representatives (including representation from the International Union), are making a substantial and unremunerated commitment of time to the planning and future management for the Saskatchewan Masonry Training Centre.*

6. *In addition to their specific financial contributions, the SMI (employers) and the IUBAC (union) are contributing the time of their senior staff to serve as industry resource personnel.*

7. *As well, there is a potential for partnering between International Masonry Institute and the Canada Masonry Centre.*

Description of the Masonry Industry

Masonry contractors employ over 85% of bricklayers.[1] These workers are distributed among most, but not all sectors of construction including:

- New low-rise residential
- New high-rise residential
- Commercial
- Institutional
- Industrial
- Refractory
- Repair and restoration

The National Occupational Analysis (NOA) for bricklayers/stone masons/masons identifies the following areas (blocks) of work:

- Work Related Activities (codes, safety, blueprints, equipment, scaffolding, etc.)
- Masonry Wall and Column System
- Chimneys, Fireplaces, Masonry Heaters and Refractory Materials
- Construction/ Layouts of Masonry Arches
- Restoration
- Ornamental Masonry

The major area of construction where masonry is not used is heavy engineering projects, road building and water/sewer systems. There are special skills and work areas within the trade including stone cutting, refractory work, industrial construction, restoration and repair work and other areas.

4.1 Masonry Contractors

There are over 3,700 contractors with employees in Canada and three quarters of these firms employ four or fewer workers. The Western Provinces of Manitoba, Saskatchewan and Alberta account for 14 percent or 534 contractors.

Data on the number of masonry contractors is based on *Statistics Canada, Canadian Business Patterns (December 2004)*. The major sources of information for the Business Patterns are updates from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. Included in the Business Patterns are all Canadian businesses which meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of $30,000 in annual sales revenue; or

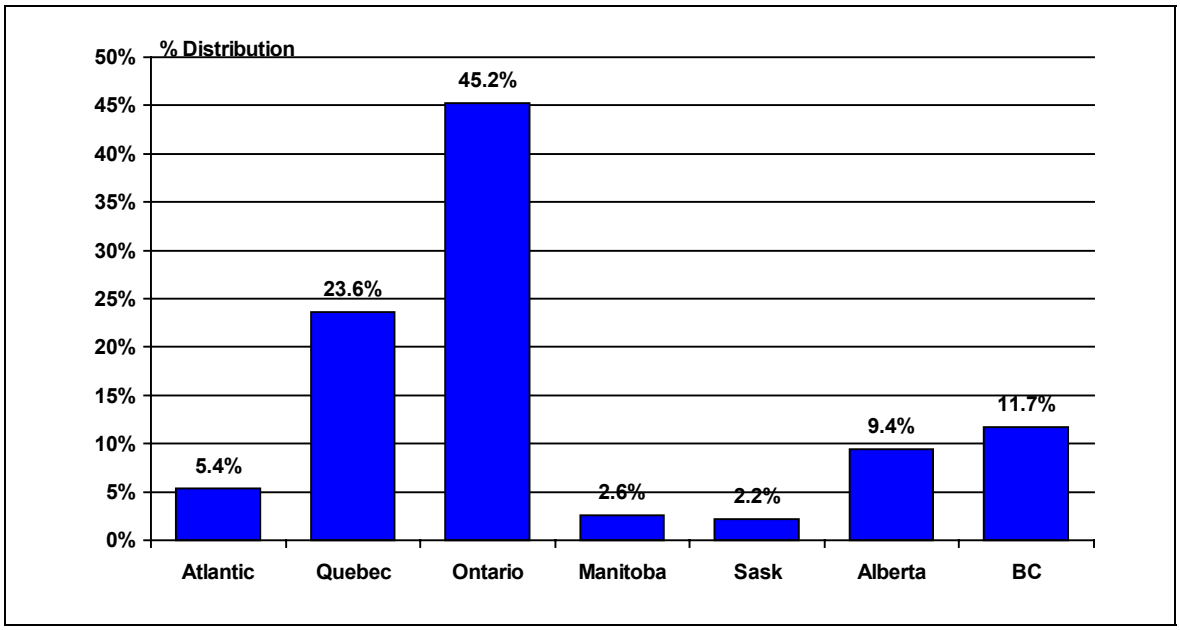
[1] The remaining 15% are persons identifying themselves as bricklayers but working in non-construction industries (manufacturing, etc.).

- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Employment size is derived from payroll remittance made by employers on behalf of their employees.

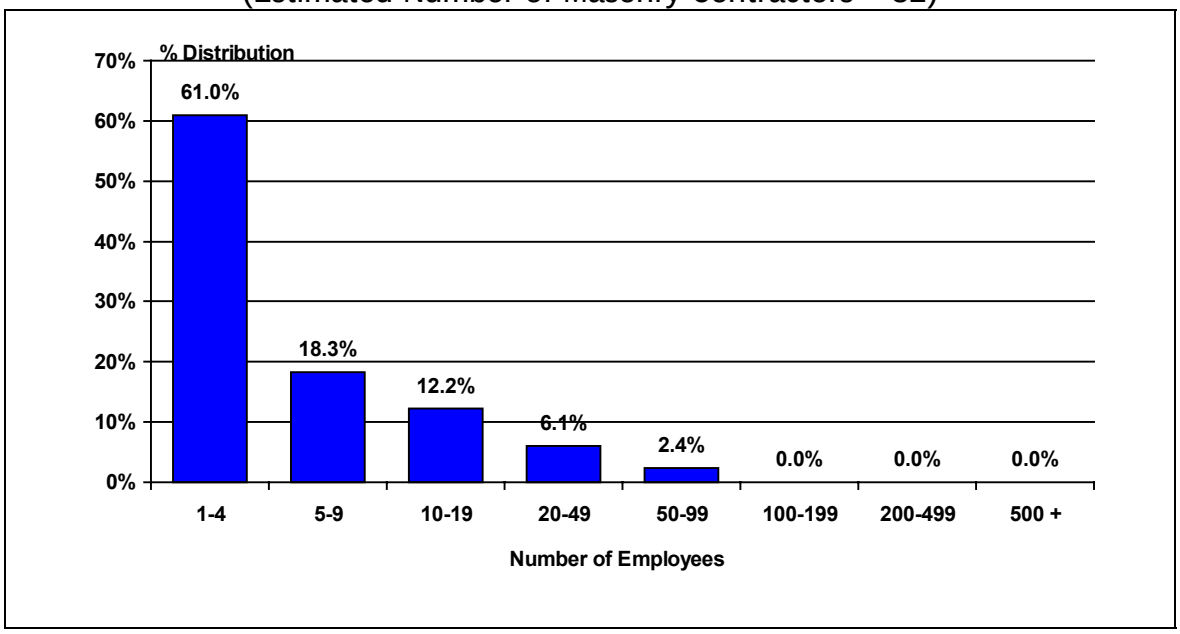
Figures 4.1 to 4.4 set out the size and regional distribution of masonry contractors (excluding self-employed). The purpose of this data is to illustrate the relative size and distribution of masonry contractors.

Figure 4.1:
Distribution of Masonry Contractors by Region (2004)
Estimated Number of Masonry Contractors – 3,700



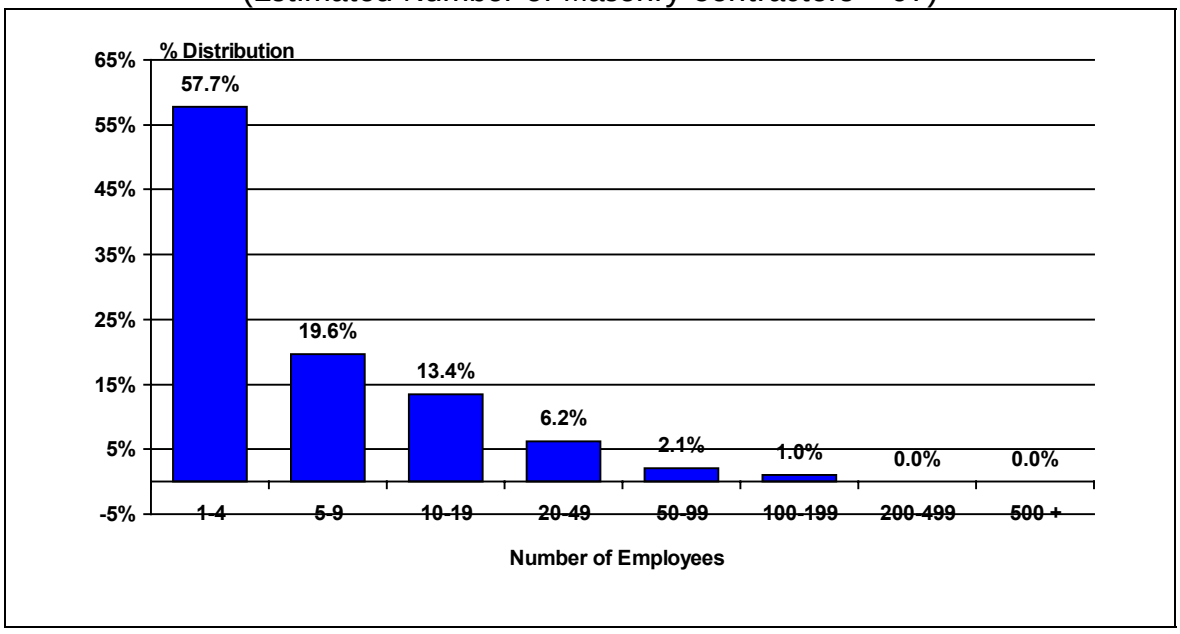
Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

Figure 4.2
Saskatchewan Masonry Contractors by Number of Employees (2004)
(Estimated Number of Masonry Contractors – 82)



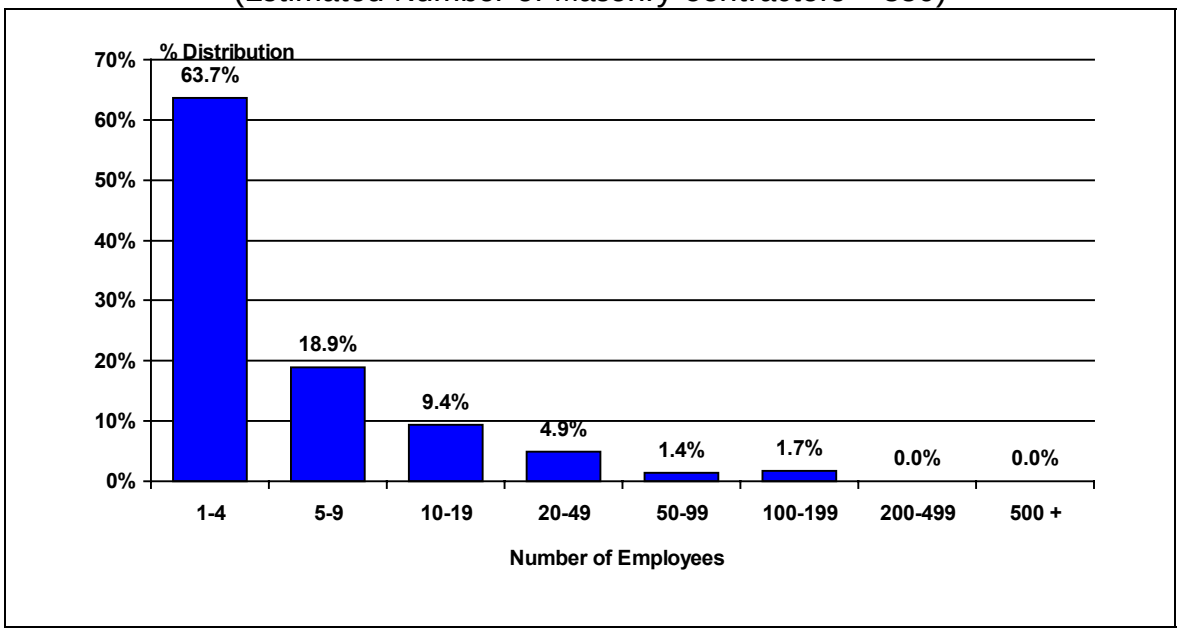
Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

Figure 4.3
Manitoba Masonry Contractors by Number of Employees (2004)
(Estimated Number of Masonry Contractors – 97)



Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

Figure 4.4
Alberta Masonry Contractors by Number of Employees (2004)
(Estimated Number of Masonry Contractors – 350)



Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

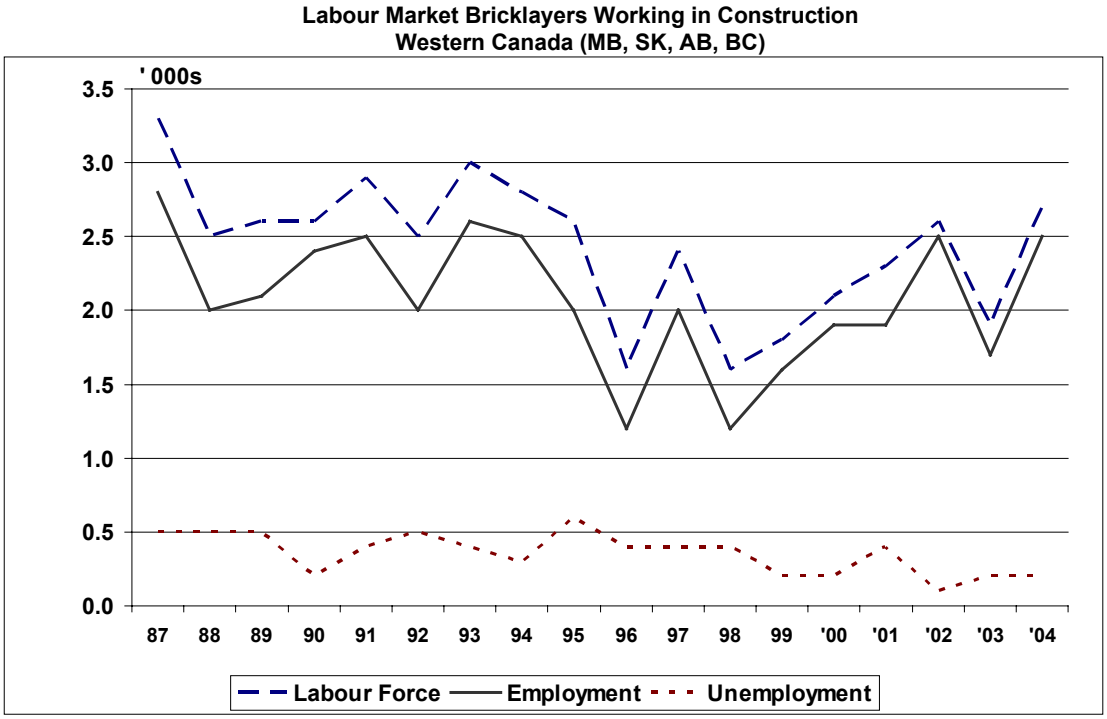
4.2 Labour Force

The bricklaying trades across most regions were hard hit by the recession of the mid 1990s. Exhibit 4.5 tracks the labour force, employment and unemployment rate for Western Canadian bricklayers working in construction for the period 1987 to 2004.

Note: Labour force statistics for Western Canada includes British Columbia. Due to the small sample sizes for bricklayers, individual provincial data could not be compiled for the Prairie Provinces. It is assumed for this analysis that all provinces followed a similar pattern to the western aggregate.

There is a volatile, cyclical pattern with employment dropping by almost 60% during the recession in the early 1990s and then recovering starting in 1997. The recovery, however, is incomplete with just 2,500 employed in 2004, up from the minimum level of 1,200 but still well below the 1987 peak of 2,800.

Exhibit 4.5: Trends in the Labour Market, 1987 to 2004



This pattern is similar to other construction trades, but masonry reports a more cyclical pattern and the extent of the recovery was weaker. This pattern is not shared with overall levels of employment in other construction trades where employment has expanded past previous peaks experienced in the late 1980s.

One implication of these results is that well over half of employed bricklayers were forced out of the trade during the recession (perhaps over 1,500 workers) and just 1,300 have returned to work as the market improved by the late 1990s.

Unemployment, measured as the dotted line at the bottom of Exhibit 4.5, is one indicator of labour market strength. Low unemployment signals a much tighter labour market than the trends noted above might suggest. In particular, in 2002 the number of unemployed bricklayers, as measured by Statistics Canada's Labour Force Survey, fell to a record low annual average of around 100 people. Measured at the monthly, seasonal peak, low unemployment rates point to the limited available workforce and likely shortages in the masonry markets.

These findings are consistent with reports of shortages of bricklayers during the peak summer season in many regional markets across Canada. It is clear that these shortages are related to the major loss of experienced workers during the

recession and the slow rate of return during the recovery. These findings and the results from contractor survey suggest that there is a shortage of available workers with experience in the trade. They also indicate a potential for a more severe shortage as skilled workers leaves the industry due to an aging workforce.

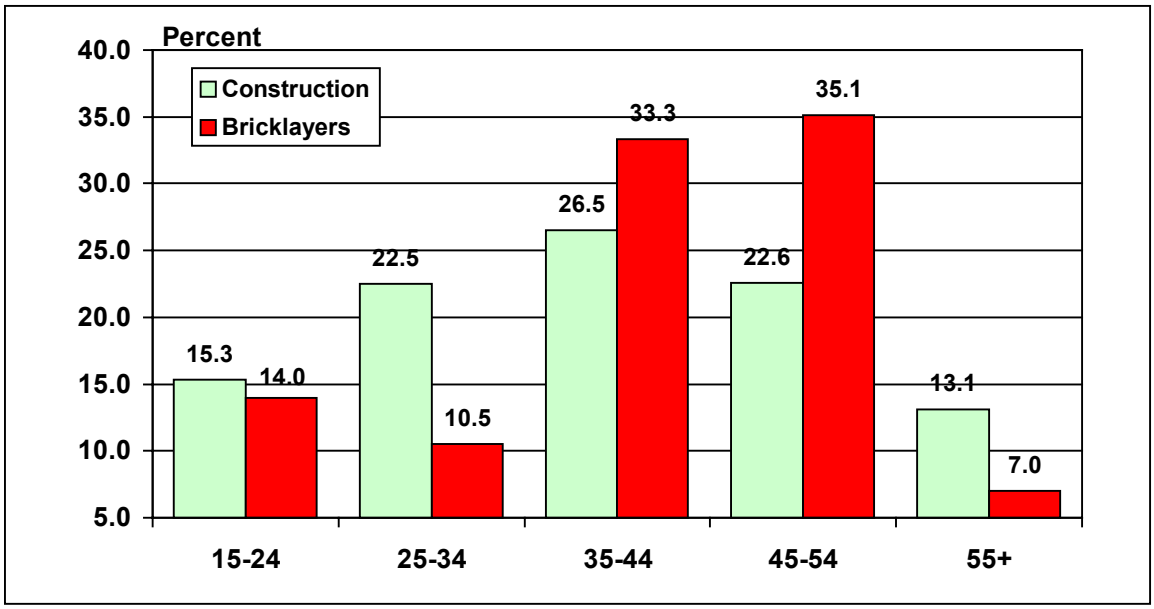
4.3 Demographics

Canada's labour force has a well-known problem related to the high proportion of Baby Boomers in the population. This group, aged 35 to 54, now dominates the demographics and the oldest Boomers are reaching their mid 50s. Human resource planning must anticipate the need to replace this group as it retires over the next twenty years. A more immediate problem is the limited younger population (age 15 to 24) who are now entering the work force. Competition is intensifying to attract this group into most occupations. The construction industry has a slightly older work force and shares these problems with other industries.

Bricklayers and related trades have a more serious version of this problem.

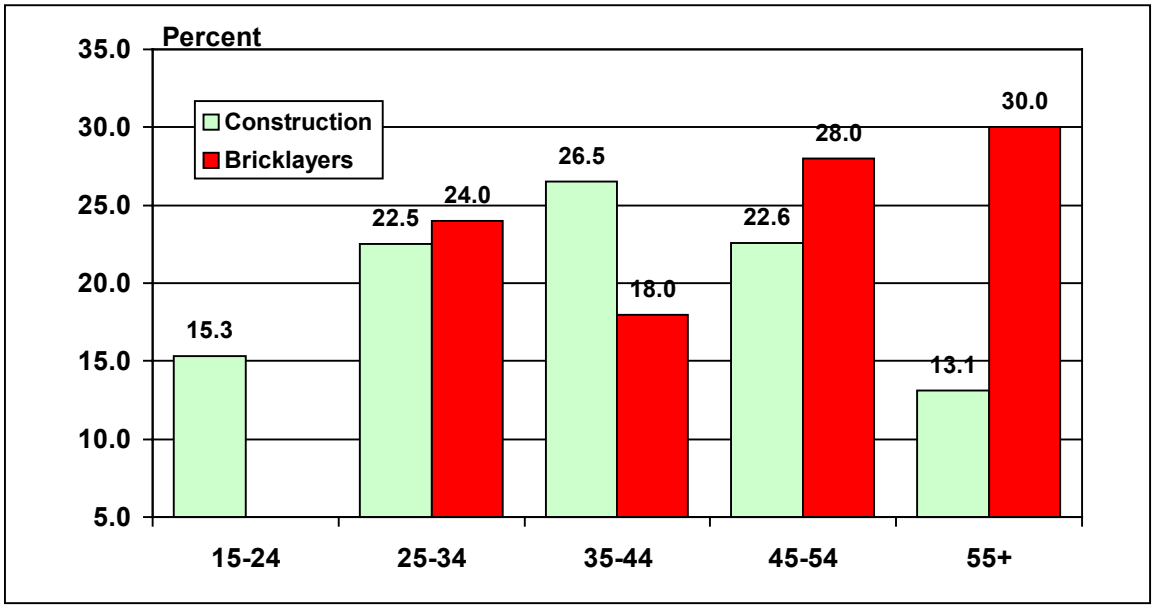
Exhibits 4.6 – 4.8 shows the age distribution of the labour force for bricklayers and all construction-related trades. The key groups are the youngest and oldest. The small proportion in the youngest group represents a recruiting challenge for the trades. The group of boomers aged 35 to 54 represent the problem of retirement that will be an issue starting in 2005 and lasting to 2025.

Exhibit 4.6: 2001 Age Demographics - Saskatchewan



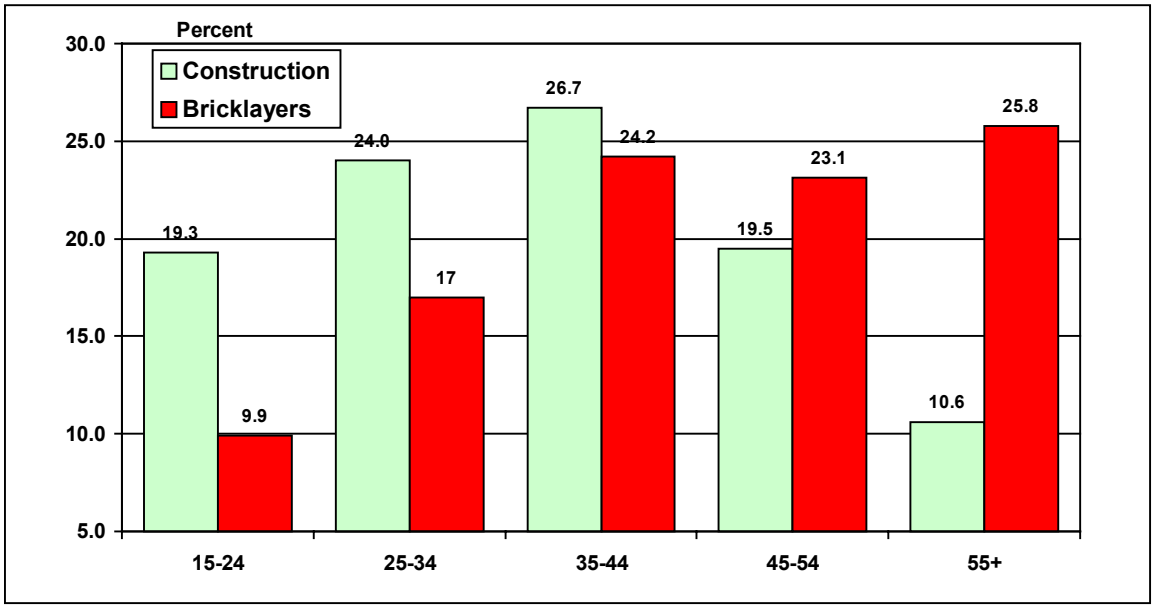
Source: Statistics Canada, 2001 Census

Exhibit 4.7: 2001 Age Demographics - Manitoba



Source: Statistics Canada, 2001 Census

Exhibit 4.8: 2001 Age Demographics - Alberta



Source: Statistics Canada, 2001 Census

Across the 1990s this demographic pattern had a dramatic impact on training and certification. Apprenticeship programs were cut back during the recession and many in the younger group in the voluntary trades did not receive training. The small youth group – now aged between 20 and 30 -- have a lower proportion of certified and trained workers. However, most Baby Boomers were certified when they entered the trades in the 1970 and 80s, and their growing presence meant that the proportion of the workforce that was certified was rising.

The result is that the proportion of the workforce with a post-secondary certification increased across the 1990s – across all trades and provinces. The threat is that these gains will erode as the boomers retire and the new entrants continue to receive less training.

4.4 Training

Weak labour markets and government spending cuts undermined apprenticeship programs in the early to mid 1990s. Unemployment and bankruptcy forced many skilled workers and contractors out of the business. This loss of talent was very costly and the impacts became apparent as the recovery in construction gained momentum in the early 2000s.

Exhibits 4.9 – 4.11, illustrate the decline in the number of new registrations and completions during the mid – 1990s and the resurgence of the apprenticeship programs in the late 1990s with the number of new registrations increasing.

Exhibit 4.9: Bricklayer Apprenticeship Statistics 1991–2004 - Saskatchewan

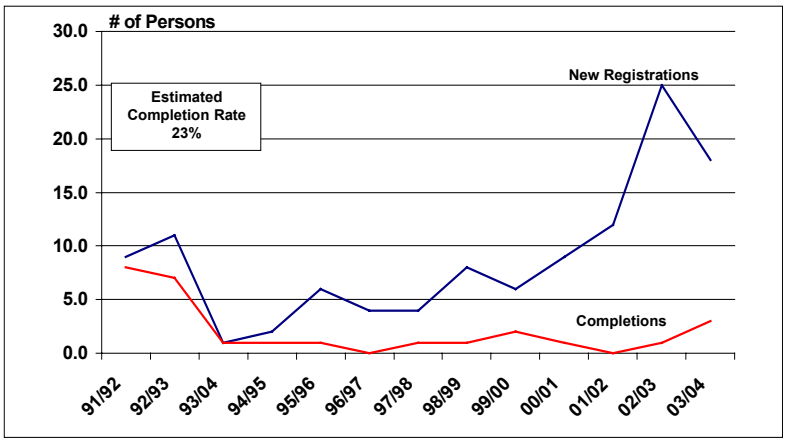


Exhibit 4.10: Bricklayer Apprenticeship Statistics 1991 – 2004 - Manitoba

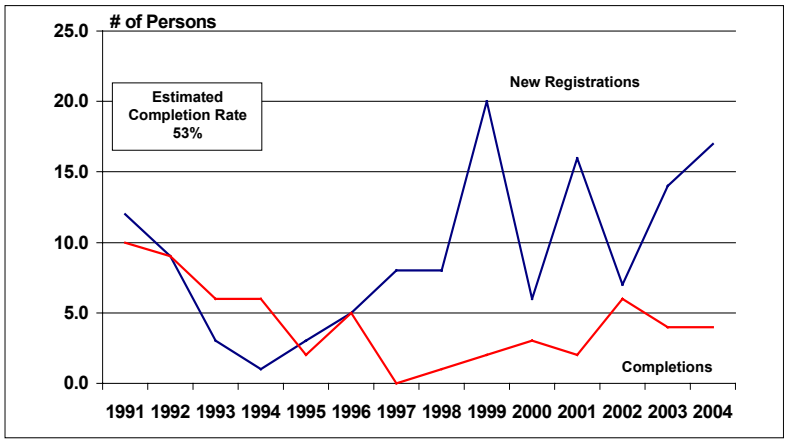
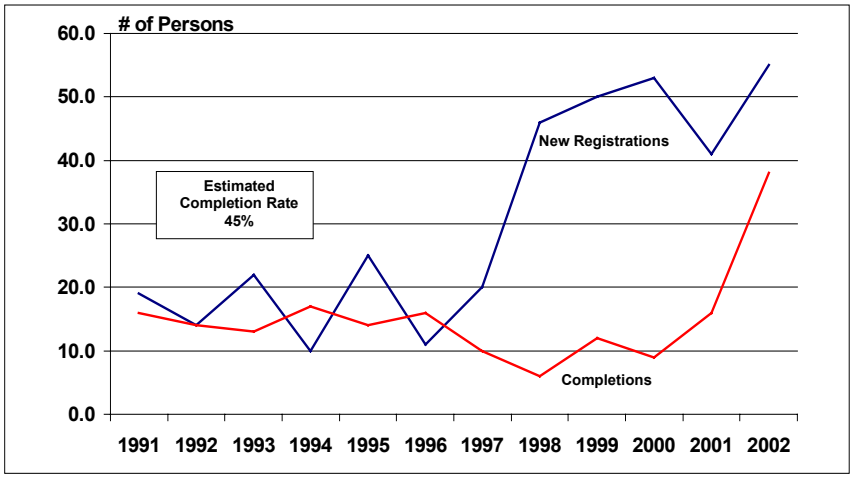


Exhibit 4.11: Bricklayer Apprenticeship Statistics 1991 – 2004 - Alberta



4.5 Economic Overview

This section provides a brief overview of economic conditions that will drive issues faced by the bricklaying trade and masonry contractors over the next decade. The findings presented here are based on research by the Construction Sector Council (CSC)[2]. The CSC has developed labour market information models for each province to assess economic trends and labour market conditions for construction trades across Canada. Only the highlights are presented here. Copies of the provincial reports are available from the CSC website (www.csc-ca.org).

Saskatchewan

A healthy industrial sector and steady housing market will contribute to a fairly stable construction industry. Moderate employment growth is projected for most construction trades over the medium term to 2009. This allows most trades to adjust to increased demand through training and normal recruiting practices.

Economic Outlook

Economic growth as measured by gross domestic product (GDP) is projected to average 2.2% real growth (adjusted for inflation) over the medium term and is expected to drop slightly to average around 2.0 between 2009 and 2013.

[2] The Construction Sector Council is a national organization created in April 2001 and financed by both government and industry. The CSC is a partnership between labour and business.

The major sources of economic growth are export and investment. Increased exports in the mining and manufacturing and a recovery in the agricultural sector will contribute to growth over the medium term. Stronger investment performance is projected for agriculture, mining, and transportation and warehousing sectors.

Employment growth for the total economy is projected to average around 1.0% over the forecast period. The unemployment rate increases slightly over the medium term to 5.0% in 2013, as labour force growth exceeds employment growth.

Key provincial indicators are presented in Table 1.

Table 1
Key Economic Indicators – Saskatchewan
(Year over Year % Change)

	2005	2006	2007	2008	2009-13*
Real GDP	2.7	2.3	1.9	1.7	2.0
Consumer Expenditures	2.5	2.4	2.2	1.9	2.2
Government Consumption Expenditures	1.3	1.2	1.5	1.7	1.6
Government Investment Expenditures	1.5	1.4	1.3	1.4	1.4
Business Investment Expenditures	4.9	6.0	0.0	1.7	1.9
Exports	4.3	3.5	3.4	2.4	2.3
Imports	3.0	4.6	3.1	2.5	2.3
Population	0.2	0.5	0.8	0.8	0.7
Employment	1.6	1.5	0.8	0.3	0.9
Labour Force	0.9	1.1	1.1	0.9	0.9
Unemployment Rate (Level %)	4.6	4.2	4.4	4.9	5.0
CPI	1.6	1.6	1.7	1.6	1.5

Source: Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013, Construction Sector Council (June 2005)

Investment Outlook

Table 2 presents the investment outlook for Saskatchewan. The outlook reports stronger growth in both residential and non-residential construction over the medium term. Over the long term, residential construction declines, while non-residential investment growth continues[3].

[3] **Construction Looking Forward, Labour Force Requirements for Saskatchewan from 2005 to 2014**, Construction Sector Council (June 2005).

- Residential building investment expenditures have increased over the past few years under stronger household growth, rising incomes, and lower interest rates. New housing investment is projected to peak in 2008.
- Industrial investment is projected to strengthen over the forecast period, as agriculture investment increases and manufacturing investment remains relatively high.
- Commercial building construction grows in line with increased business activity and population growth.
- Institutional and government building construction investment is projected to rise faster than population to facilitate the construction of additional infrastructure, including health care facilities.
- Engineering construction expenditures rise in the short term before declining to 2008. Increased mining, utility, and government investment are the major drivers.

Table 2
Investment Expenditures - Saskatchewan

	2003	2004	2005	2006	2007	2008	2009-13*
Residential Investment (97 $Millions)	**1034**	**1098**	**1083**	**1160**	**1228**	**1319**	**1340**
% Change	*9.5*	*6.2*	*-1.4*	*7.1*	*5.8*	*7.5*	*0.3*
New Housing	367	409	380	442	495	573	524
% Change	*17.3*	*11.4*	*-7.0*	*16.3*	*12.0*	*15.7*	*-1.7*
Renovations	667	689	702	718	732	746	816
% Change	*5.7*	*3.3*	*2.0*	*2.2*	*2.1*	*1.9*	*1.8*
Non-Residential Investment (97 $Millions)	**5808**	**6230**	**6577**	**6923**	**6865**	**6903**	**7690**
% Change	*3.1*	*7.3*	*5.6*	*5.3*	*-0.8*	*0.6*	*2.2*
Engineering Construction	2036	2139	2325	2518	2501	2403	2590
% Change	*-9.8*	*5.0*	*8.7*	*8.3*	*-0.7*	*-3.9*	*1.6*
Building Construction	630	672	701	735	737	764	860
% Change	*-3.3*	*6.6*	*4.4*	*4.8*	*0.3*	*3.7*	*2.4*
Industrial Construction	212	242	266	292	287	308	350
% Change	*13.7*	*13.9*	*9.8*	*9.9*	*-1.9*	*7.5*	*2.7*
Commercial Construction	165	171	171	173	176	176	201
% Change	*-7.7*	*4.0*	*0.1*	*0.9*	*1.4*	*0.3*	*2.7*
Institutional & Government Construction	302	308	314	319	324	329	358
% Change	*-9.7*	*1.9*	*1.8*	*1.7*	*1.6*	*1.6*	*1.7*

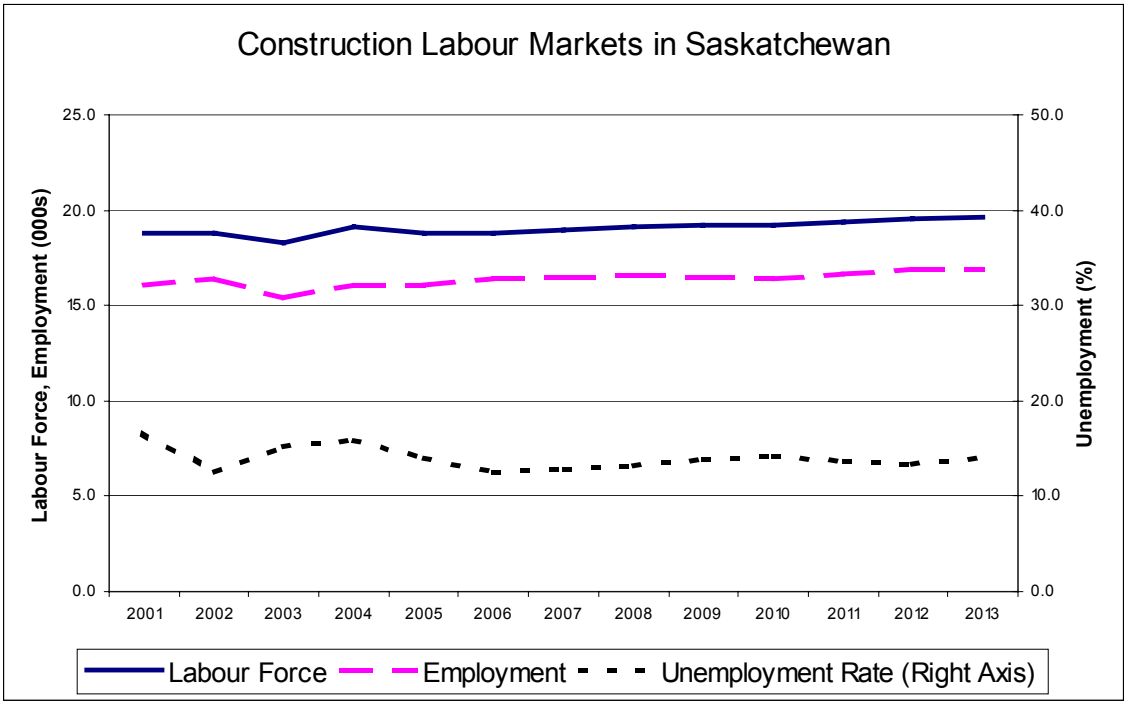
*Growth rates refer to average period growth, levels to the 2013 value
Source: **Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013**, Construction Sector Council (June 2005)

Labour Force and Employment Outlook

The overall state of the labour market for construction trades is presented in Figure 1, which shows labour force, employment, and the unemployment rate.

The labour market is projected to be relatively stable over the forecast period. The available labour force is expected to gradually adjust to the construction demand requirements and the unemployment rate for construction trades will average around 14 percent.

Figure 1



In terms of labour market conditions, the CSC's Construction Looking Forward report includes an assessment of the degree of tightness for selected construction trades – how difficult it is to get workers to fill available jobs. The labour market condition is rated on a ranking system with numbers ranging from 1 (excess supply) to 5 (intense competition for qualified workers). The degree of market tightness rises with the number assigned.

For the bricklaying trades, the CSC reports an average of Rank 3 over the forecast period:

> The availability of workers in the local market may be limited by large projects, plant shutdowns or other short term increases in demand. Similar or weaker conditions exist in adjacent markets, however mobility is an option. Employers may need to compete to attract needed workers. Established patterns of recruiting and mobility are sufficient to meet job requirements.

The market ranking depends on the historical pattern of unemployment for the trade – both at the summer peak of activity and annual averages. The assessment also included the extent of apprenticeship training, potential migration from other provinces and the input gathered from the Saskatchewan LMI committee through an industry survey. Bricklayer was one of the several trades identified by industry stakeholders as reporting a concern about trade shortages. Other trades included concrete finishers, crane operators, heavy equipment operators, heavy equipment mechanics, plasterers and drywall installers, plumbers, refrigeration and air conditioning mechanics, roofers and sheet metal workers.

Manitoba

Economic Outlook

Table 3
Key Economic Indicators – Manitoba
(Year over Year % Change)

	2005	2006	2007	2008	2009-13*
Real GDP	2.8	2.5	2.6	2.3	1.5
Consumer Expenditures	2.2	2.7	2.8	2.8	2.0
Government Consumption Expenditures	1.8	1.8	1.8	2.0	1.6
Government Investment Expenditures	11.7	6.9	1.9	-1.2	-0.3
Business Investment Expenditures	5.2	5.6	8.6	5.2	-1.2
Exports	3.7	1.9	1.9	1.8	1.7
Imports	2.8	3.1	3.4	3.0	1.4
Population	0.6	0.6	0.7	0.8	0.4
Employment	1.7	1.8	1.5	1.2	0.5
Labour Force	1.3	1.3	1.3	1.3	0.7
Unemployment Rate (Level %)	4.9	4.5	4.3	4.4	5.3
CPI	1.6	1.6	1.7	1.6	1.5

Source: Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013, Construction Sector Council (June 2005)

Investment Outlook

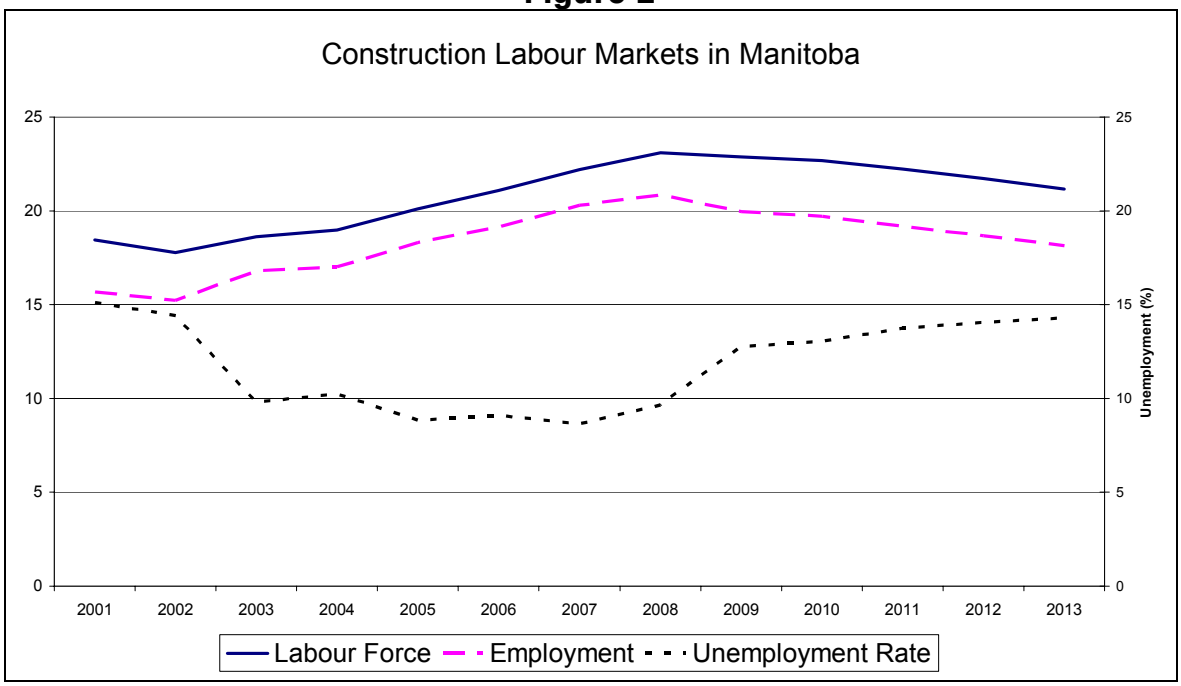
Table 4
Investment Expenditures - Manitoba

	2003	2004	2005	2006	2007	2008	2009-13*
Residential Investment (97 $Millions)	**1256**	**1211**	**1293**	**1323**	**1448**	**1518**	**1295**
% Change	*6.7*	*-3.6*	*6.8*	*2.3*	*9.5*	*4.8*	*-3.1*
New Housing	495	432	498	512	618	664	371
% Change	*11.3*	*-12.8*	*15.4*	*2.8*	*20.8*	*7.4*	*-10.7*
Renovations	761	779	795	811	829	853	924
% Change	*3.8*	*2.3*	*2.0*	*2.0*	*2.3*	*2.9*	*1.6*
Non-Residential Investment (97 $Millions)	**5197**	**5438**	**5781**	**6175**	**6621**	**6893**	**6652**
% Change	*4.3*	*4.6*	*6.3*	*6.8*	*7.2*	*4.1*	*-0.7*
Engineering Construction	807	876	1053	1194	1354	1455	1145
% Change	*-2.6*	*8.6*	*20.2*	*13.4*	*13.4*	*7.4*	*-4.6*
Building Construction	853	901	963	1019	1043	1048	1058
% Change	*2.9*	*5.6*	*6.9*	*5.8*	*2.4*	*0.4*	*0.2*
Industrial Construction	189	212	244	271	282	279	266
% Change	*-24.1*	*12.2*	*14.9*	*11.3*	*3.9*	*-1.2*	*-0.9*
Commercial Construction	306	323	313	314	318	328	346
% Change	*0.7*	*5.4*	*-3.0*	*0.3*	*1.1*	*3.3*	*1.1*
Institutional & Government Construction	355	363	403	431	441	438	443
% Change	*12.5*	*2.3*	*11.1*	*6.8*	*2.3*	*-0.5*	*0.3*

*Growth rates refer to average period growth, levels to the 2013 value
Source: **Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013**, Construction Sector Council (June 2005)

Labour Force and Employment Outlook

Figure 2



Alberta

Economic Outlook

Table 5
Key Economic Indicators – Alberta
(Year over Year % Change)

	2005	2006	2007	2008	2009-13*
Real GDP	3.0	3.5	4.1	2.8	2.4
Consumer Expenditures	3.4	4.3	4.8	3.9	3.0
Government Consumption Expenditures	3.2	2.4	2.6	2.7	2.3
Government Investment Expenditures	7.5	8.5	6.4	1.3	1.8
Business Investment Expenditures	6.6	6.9	3.0	1.9	-0.2
Exports	2.7	2.8	4.9	2.8	3.0
Imports	3.9	4.9	4.7	3.4	2.2
Population	1.3	1.4	1.5	1.6	1.0
Employment	2.0	1.5	2.4	1.2	0.9
Labour Force	1.7	1.7	1.9	1.8	1.0
Unemployment Rate (Level %)	4.3	4.5	4.0	4.5	4.7
CPI	1.6	1.6	1.7	1.6	1.5

Source: Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013, Construction Sector Council (June 2005)

Investment Outlook

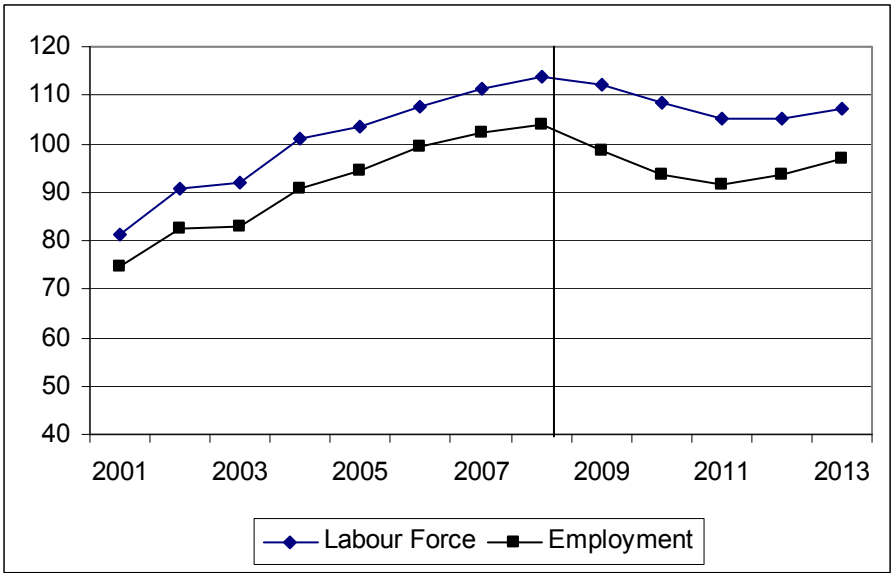
Table 6
Investment Expenditures - Alberta

	2003	2004	2005	2006	2007	2008	2009-13*
Residential Investment (97 $Millions)	**6288**	**6105**	**5638**	**5620**	**5742**	**5962**	**4945**
% Change	1.2	-2.9	-7.7	-0.3	2.2	3.8	-3.6
New Housing	4272	3981	3449	3366	3388	3525	2231
% Change	-0.4	-6.8	-13.4	-2.4	0.7	4.1	-8.6
Renovations	2016	2124	2190	2253	2354	2436	2714
% Change	4.6	5.4	3.1	2.9	4.4	3.5	2.2
Non-Residential Investment (97 $Millions)	**32567**	**34847**	**38056**	**41222**	**42671**	**43309**	**43966**
% Change	-6.0	7.0	9.2	8.3	3.5	1.5	0.3
Engineering Construction	13568	14268	15614	17263	18005	18479	18432
% Change	-8.3	5.2	9.4	10.6	4.3	2.6	0.0
Building Construction	2538	2789	3042	3210	3308	3342	3508
% Change	-9.8	9.9	9.1	5.5	3.0	1.1	1.0
Industrial Construction	601	678	776	914	948	936	901
% Change	8.1	12.7	14.5	17.8	3.7	-1.2	-0.7
Commercial Construction	929	1028	1071	1019	1050	1073	1153
% Change	5.2	10.7	4.2	-4.9	3.0	2.2	1.5
Institutional & Government Construction	1102	1176	1288	1370	1403	1426	1547
% Change	-23.7	6.7	9.5	6.3	2.4	1.7	1.6

*Growth rates refer to average period growth, levels to the 2013 value
Source: **Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013**, Construction Sector Council (June 2005)

Labour Force and Employment Outlook

Figure 3
Construction Labour Markets in Alberta



Human Resource Challenges in the Masonry Industry

At the start of decade there were approximately 16,000 workers and over 3,000 contractors (excluding self-employed) that earned their living from masonry work in Canada. The masonry industry was hard hit by the recession of the mid-90's and employment levels and apprenticeship registrations in some regions are still recovering to attain levels experienced in the late 1980's.

- **1990's Slow Recovery.** During the early 1990's employment for bricklayers dropped by almost 60% before recovering from 1999 to 2002. The recovery, however, is incomplete for some provinces. Based on Statistics Canada 2004 Labour Force Survey data there were approximately 12,600 employed as bricklayers in Canada, up from the lowest point of 7,300 but below the 1987 peak of 18,200.

  A similar pattern of decline and recovery was reported in the western provinces where employment of bricklayers decreased from a high of 2,800 in 1987 to a 1,200 low in 1996. Estimated employment in 2004 was 2,500, still well below the 1987 peak. (*Note: the western provinces labour force statistics include British Columbia. Due to small sample sizes the labour force survey could not breakout bricklayer data for the Prairie Provinces.)*

- **Loss of Workers.** An implication of these results is that *well over half of employed bricklayers were forced out of the trade* during the recession and it is uncertain how many returned as construction markets improved across Canada in the late 1990s.

- **Skill Shortages.** The labour force trends are consistent with reports of shortages of bricklayers during the peak summer season in many regional markets across Canada in the early 2000s. It was evident that these shortages were related to the major loss of experienced workers during the recession and the slow rate of return during the recovery.

- **An aging workforce.** In addition to the slow recovery of the labour force, demographic data shows that bricklayers are on average older than most construction trades and there is significant risk that large numbers of skilled workers will leave the industry in the next ten to twenty years and may not be replaced if industry does not take action.

- **Recruiting Youth.** A larger problem for masonry is the limited number of young people entering the trade. Those that are entering appear to be less interested in certification and are more specialized in their experience. To meet the immediate industry needs young, inexperienced, uncertified workers were recruited to enter the work force. These new workers added to the substantial gaps in health and safety training of the current work force and contributed to further gaps in some specialized skill areas such as refractory, industrial and restoration work.

-

Demand for the Trades[1]

Demand for newly certified masonry workers will come from the replacement of retiring workers and the need to meet rising demand.

The demand projections explore upper and lower limits that bracket the likely range of construction employment. The analysis examines several components that contribute to the future demand for bricklayers:

- **replacement**: to replace retirees and bricklayers that exit the trade for other construction trades or other industries,
- **trend growth**: to account for increased construction activity over the forecast period, and
- **increased share**: to account for increased construction activity and market share resulting from successful efforts of CMHRC initiatives that promote the benefits of masonry products.

For the western region (Manitoba, Saskatchewan and Alberta), the analysis starts with an estimated total labour force of 1,890 bricklayers working in construction in 2003. Changes to the base labour force are then introduced and traced over the forecast period of nine years from 2005 to 2013 to determine the demand implications.

Industry projections are based on forecasts prepared by the Construction Sector Council (CSC) and analysis by Canadian Masonry Human Resources Committee (CMHRC).[2] The CSC analysis projected the level of building activity by province and building type. This projection was adjusted to reflect the mix of construction activity served by masonry contractors.

The base line forecast for employment of bricklayers was for a 1.0% average annual growth from 2005 to 2013.

The results of the demand scenarios are summarized in **Exhibit 5.1.** The Exhibit shows the total and annual average change in the workforce under different circumstances and assumptions for the forecast period.

Replacement Demand

The first component of the demand analysis is to establish the number of new workers required to replace bricklayers that retirement or exit to other industries over the next nine years.

[1] Canadian Masonry Human Resources Committee 'The Canadian Masonry Industry, A Call to Action' (March 2004).
[2] CMHRC

The analysis starts with a simple estimate of the number of retiring bricklayers. It is assumed that all of the current work force age 55 and over retire in the next nine years. For the Western provinces this results in the exit of 355 bricklayers (or 43 per year) between 2005 and 2013 (see Exhibit 5.1).

The replacement of the existing workers represents the lower bound of the demand analysis. In order to maintain its existing workforce the masonry industry must replace departing workers.

Exhibit 5.1 – Demand for Bricklayers, 2005 - 2013
Change in Labour Force, # of Workers

	Manitoba	Saskatchewan	Alberta	Prairies
Demand Scenarios				
a. Replacement	80	25	250	355
b. Trend Growth	50	30	60	140
c. Increased Share	100	60	120	280
Total Demand				
Trend + Replacement	130	55	310	495
Increased Share + Replacement	180	85	370	635
Source: Prism Economics; Statistics Canada, 2001 Census; Construction Sector Council				

Growth Scenarios

In addition to the replacement of workers the demand analysis must take into account the potential for industry growth through increased overall construction activity and the increase of masonry's market share. Labour demand under industry growth scenarios would be in addition to replacement workers. Two growth scenarios are considered.

A "**Trend growth**" scenario traces the labour impact associated with a general increase in construction activity. The scenario is based on forecasts prepared by the Construction Sector Council (CSC) and analysis by Canadian Masonry Human Resources Committee (CMHRC). The projection calls for slow but steady weakening of the residential market and improved markets for non-residential construction. The mix of activity restricts the overall growth in demand for bricklayers in the Western Provinces to just less than 1.0% annually.

Under this scenario, the demand for bricklayers over the forecast period increases by 140 workers or an average of 15 per year between 2005 and 2013 (see Exhibit 5.1). These workers would be in addition to the 355 replacement workers

An alternative growth scenario is for masonry to capture an "**increased share**" of construction activity. Under this scenario the expected rate of growth in masonry markets doubles on the assumption that efforts to regain market share are successful. The increase worker demand is estimated at 280 bricklayers over the forecast period or 31 per year (see Exhibit 5.1).

In summary, the masonry industry can expect to meet the demand for a minimum of 495 and a maximum of 635 bricklayers over the next decade. The lower number allows for the replacement of retiring workers and a 1% annual trend growth in construction activity. The higher demand represents replacement workers, growth in construction activity and masonry capturing a larger share of the market.

Demand for Certified Bricklayers

Based on the demand projections under the two growth scenarios the demand for certified workers were estimated under two sets of assumptions. The first case assumes that the current proportion of the workforce that is certified is maintained over the forecast period from 2005 to 2013. Based on 2001 Census data, the percentage of the bricklayer labour force that is certified is estimated at:[3]

- Manitoba: 63%,
- Saskatchewan: 39%, and
- Alberta 54%.

In the second case, the certified proportion of the workforce for Saskatchewan is increased from the current level of 39% to 50% by 2013.

The implications of the analysis are summarized in Exhibit 5.2. Under the most limited assumptions of trend growth and certification, the trade will require over 495 new workers with over 267 of these new workers to become newly certified trades people over the coming decade. Under replacement and increase share the number of certificated workers increases to 635 over the next nine years.

These are conservative targets. Conditions could increase the need for certified workers under a variety of conditions like increased early retirements and added demand. The levels chosen here are deliberately left within reasonable reach of current activity.

[3] Statistics Canada 2001 Census

Exhibit 5.2
Demand for Certified Bricklayers, 2005 to 2013
Change in Labour Force, # of workers

	Manitoba	Saskatchewan	Alberta	Prairies
% of Labour Force Certified	63%	39% / 50%	54%	
Demand Scenarios				
a. Replacement	50	10 / 13	135	195
b. Trend Growth	30	12 / 15	30	72
c. Increased Share	60	24 / 30	65	280
Total Demand				
Trend + Replacement	80	22 / 28	165	267
Increased Share + Replacement	110	34 / 43	200	344
Source: Prism Economics				

Rationale for Training Models

The concept of a training improvement coordinator was developed during consultations with the masonry industry in Alberta, Saskatchewan and Manitoba. It was not part of the original scope of the study. The initial concept was to look at the feasibility for a Regional Training Centre, serving the needs of the masonry industry in the Prairie Provinces. There were four basic models for training delivery considered in the consultations. These are discussed later in this chapter.

The masonry industry in Saskatchewan, as well as Alberta and Manitoba has been involved for a number of years in Pan-Canadian studies looking at human resource needs and workforce development. This research identified issues and concerns about the current supply of workers and the level of training in place to address those needs. The Saskatchewan masonry stakeholders identified a number of issues faced by the industry. These include:

- Getting people into the training system.
  Bricklaying is not considered one of the more technical trades and yet it requires a high level of skill and knowledge of building systems to advance one's career. The industry needs to attract the right people, who will go through training and stay on as skilled bricklayers, and move up to become forepersons and supervisors. Supervisory skills are also a growing demand area for the industry.
- Significant drop out/discontinuation rates of apprentices.
  As data in Tab 5 indicates there are large numbers of apprentices that do no complete the program.
- Low rate of certification in the workforce.
  This varies to some extent by province, but most are short of the 50% certified worker goal set out in by the Canadian Masonry Human Resources Committee in 2002 to 2004 (www.cmhrc.ca). In the work undertaken by the CMHRC it was stated that the industry should set an objective of having at least 50% of the masonry workforce certified.
- Issues with Inter-Provincial/Red Seal (IP) examination.
  Over the past few sessions of writing the IP exam a number of apprentices, in Saskatchewan, have failed to get their Red Seal. These same students did not have the same difficulty in passing their level exams. The employers and the union are committed to having certified workers and require this issue to be addressed. It has been noted that the results for the last IP exam significantly improved from previous years.
- Apprentices falling "between the cracks".
  There is no user-friendly tracking system for apprentices. Some move in and out of the system, going to work and never returning for in-school training. There does not appear to be a systematic approach, on an industry wide basis, to following up with apprentices and keeping them in the industry. The union keeps track of apprentices that are its members.
- Engaging more employers in training.
  This is a critical matter, as without employers who train apprentices the system fails. The more employers involved the more apprentices can be integrated into

the workforce and the investment in training would be shared over a broader base.

- Effectiveness of on-the-job training.
  By engaging more employers in on-the-job training (OJT) the risk increases of having disparate approaches to providing the 80% of training that employers are responsible for. Currently, there are only very general standards or guidelines for OJT, which were developed in Saskatchewan. These guidelines provide an overview of both the in-school and on-the-job portion for training. There is also a national initiative, funded by the Construction Sector Council, to develop Pan-Canadian guidelines for a masonry on-the-job training program (See Tab 7 for background).

- Improvements to curriculum – mobility of apprentices.
  One of the major concerns articulated by the Masonry industry is the inconsistent curriculum being taught to apprentices across the country. Not only does the content of the curriculum need to be addressed, but also more importantly a consistent and comprehensive approach to delivering that content needs to be implemented. This includes, sequencing, common training materials and consistent testing at the end of each level apprenticeship. This would ensure a more cohesive approach to training apprentices, allowing them the flexibility to follow the work between provinces and take the in-school training in different institutions if required.

- Avoid duplication of efforts.
  There are elements of duplication across the Prairie Region, as well as other provinces. Currently, each province spends to develop curriculum, then training institutions have to develop training curriculum, training aids and materials. Most existing programs for attraction and retention of apprentices are also implemented locally or within a province, while the labour force requirements transcend borders. If funding could be pooled to address some of these elements a stronger product could be developed, and also help maintain a common approach across provinces.

- Manage risk to training programs
  Apprenticeship programs face an element of risk. In the early 90's there was virtually no training for bricklayer apprentices, due to the downturn in the market. The masonry industry is paying a price for that, right now, as it is missing an age cohort of the workforce. Some provinces or regions, have smaller programs based on the size of the industry and population, it is sometimes difficult to put together a full class of second or third year apprentices, and those classes are at risk of being cancelled. It becomes more difficult to make up for these shortfalls as there are only so many apprentices that can be integrated into the workforce at any one time – it also results in many not completing their training. The industry and trainers must work together to ensure to reduce barriers to training and maintain a consistent program.

- Pension Plan Sustainability
  Older workers who have contributed to pension funds throughout their career now face a risk of pensions not being able to meet the promised pay out. With a shrinking pool of contributing workers, lower than projected return and longer life-spans, there is a greater burden on younger workers to maintain existing pension levels. This will not be sustainable over the long term. There is a finite number

options to address this issue; pay outs will have to be reduced, the contribution levels needs to be increased (without the promise of increased benefits) or the pool of contributing workers needs to expand.

Four models of training delivery were discussed with industry as a vehicle to address the issues listed above.

1. **Regional Training Centre**
   This was the original premise for the study. It was a concept developed to address the aforementioned issues. A financial model was created for this model and discussed with the labour and employer representatives from all three provinces.

   Scope of model:
   - Inclusive of Alberta, Saskatchewan and Manitoba. B.C. may be involved later in the process
   - New building of approximately 15,000 sq.ft.
   - Location potentially determined by concentration of apprentices and size of market (cost)
   - Staffed by two permanent employees (director and head instructor), with part-time administrative support and part-time instructors (as needed)
   - Prairie provinces training board established to oversee the management and directions

   Rewards
   - Systematic and consistent approach to training
   - Economies of scale
   - Broader support base from contractors and suppliers
   - Common curriculum
   - Ability to track apprentices
   - Raise image of industry
   - More industry input into training

   Risks
   - Cost
   - Lack of support and seat purchase money from provinces (training delivery agent status)
   - Difficulty in getting apprentices to travel
   - Lack of support from contractors for centralized model
   - Location is an issue
   - Major shift from current training model

2. **Satellite Training System with Training Improvement Coordinator. Saskatchewan develops new industry-owned facility.**
   This model was developed to take into consideration that provinces outside of Saskatchewan may not wish to change their current system of training, but would

be interested in coordinating it better. The second version of this model would provide for the rental of training facilties.

- Training facilities in Alberta and Manitoba continue to operate in their current fashion
- Saskatchewan builds training centre to suit provincial needs
  - Smaller facility of approx. 5,000 sq.ft
  - One full time instructor/director and part time admin support
- The alternative would be for the Saskatchewan industry to rent the appropriate facilities. This model has worked for the Masonry industry in two other locations in Canada.
- Training Facilitator's role is to coordinate the training among provinces, develop regional (multi-provincial) training plan, track apprentices, and facilitate development of core curriculum and sequencing between provinces.
- Prairie provinces training board established to oversee direction and review results

Rewards

- Focused approach to training
- Industry advocate to address barrier to solution and red-tape
- More emphasis on effective promotion and assessment
- Work towards common curriculum
- Better tracking of apprentices
- More opportunity for effective industry intervention
- Shared costs of resources
- More dialogue between provincial training systems
- Smaller training systems such as Manitoba and Saskatchewan would have support mechanisms
- Saskatchewan industry would be in control of own training

Risks

- Cost of the training facilitator and the time it would take for that role to be effective in the training environment
- Cost to Saskatchewan for the number of apprentices it would have in the system
- Province may not grant training delivery status to industry training centre
- Province may not provide seat purchase money/block funding

3. **Satellite Training System with Training Improvement Coordinator. Saskatchewan Masonry Industry Works with SIAST to Improve Training System**

This model would focus on the Training Improvement Coordinator Role and Saskatchewan would work to improve it's own system through existing delivery mechanisms.

- Training facilities in Alberta and Manitoba continue to operate as they are

- Saskatchewan masonry industry presents proposal to SIAST to address required changes to training system.
  - Resolve issue of the quality of instruction
  - Resolve issue of location of training
- Define role of industry in training
- Training Facilitator's role is to coordinate the training between provinces, develop regional (multi-provincial) training plan, track apprentices, and facilitate development of core curriculum and sequencing between provinces.
- Prairie provinces training board established to oversee direction and review results

Rewards
- Same as above
- Less risk to Saskatchewan masonry industry in terms of cost

Risks:
- SIAST may not agree to industry recommendations (requirements)

4. Training system continues to operate as is, with industry in each province making improvements independent of each other

- Training facilities in Alberta, Saskatchewan and Manitoba continue to operate as they are
- Ad hoc changes are implemented in each province

Rewards
- Questionable/Inconsistent. Each provincial industry group would have to work with its respective training centre to address the issues.

Risks:
- Less trained people/Skill shortages
- Duplication of effort
- Declining supply of labour

This Business Plan provides details on the Training Improvement Coordinator and the feasibility for a Saskatchewan Training Centre. The industry in Saskatchewan is committed to improve the quality of its workforce and would consider either option as a method to achieve that goal.

Detailed Descriptions for:
Saskatchewan Masonry Training Centre of Excellence

Description of Saskatchewan Training Facility

Saskatchewan Masonry Training Centre of Excellence

The first option is for the Saskatchewan Masonry Industry to rent facilities for training. For a 3500 square foot industrial facility rent costs are estimated at approximately $45,000 per year.

An alternative option is that a Saskatchewan Masonry Training Centre of Excellence (SMTCE) would be a newly constructed facility of approximately 5,000 sq. ft. located on one acre of land in an industrial area of Saskatoon. The Training Centre would be wholly owned by the Saskatchewan Masonry Training Excellence Fund.

If the second option is preferable, the Training Centre would be constructed on a design-build basis, that is to say, the general contractor will propose both a design and a fixed price for the completed project. In this way, the risk of cost overruns will be eliminated from the project. The general contractor will be selected on a competitive basis, and must build 100% union as well as hiring apprentices/supporting apprenticeship.

After canvassing various commercial lenders, mortgage finance at the rate of 5% to 7% were identified. These mortgage rates are financially favourable for a non-residential mortgage on a use-specific building. The mortgage amount is $400K which is sufficient to cover all development and construction costs. The site will be purchased on a cash basis,.

The following table identifies targets for implementation, the dates would be filled in as part of the project conception phase:

Tab 7 – Figure No. 1
Project Timetable

Purchase of Land	DATES
Secure TDA Status for Apprenticeship Training	
Tender and Select General Contractor	
Municipal Building Approvals	
Commence Construction	
Complete Construction	
Complete Installation of Machinery and Equipment	
Commence Upgrade Training of Journeypersons	
Commence Apprentice Training	

Financing of Saskatchewan Masonry Training Centre:

Saskatchewan Masonry Training Excellence Fund, Inc:

As described at Tab 3, the contributions to the Saskatchewan Masonry Training Excellence Fund will come jointly from union masonry employers, and the IUBAC Local 1 representing the employees. The Saskatchewan Masonry Training Excellence Fund will be financed by employer contributions based $0.30 for each hour worked by union masonry employees and by matching employee contributions. The obligation to make these contributions is set out in the provincial collective agreement and is enforceable under the *Labour Relations Act*. Annual contributions to the Training Excellence Fund would be approximately $117K, equally divided between employers and employees.

The Saskatchewan Masonry Training Excellence Fund will seek to rent appropriate facilities or purchase the site for the Training Centre on a cash basis, from accrued funds and contributions. The Training Excellence Fund will also finance the cost of constructing the Training Centre through a mortgage or industry loan to be negotiated.

The Saskatchewan Masonry Training Excellence Fund may cover the costs of administering and maintaining the Training Centre, and may provide travel and accommodation support to trainees who require such assistance.

Provincial Apprenticeship Block Payments:

It is the intention of the Saskatchewan Masonry Training Centre is to obtain Training Delivery Agent (TDA) status for the bricklayer trade. The Training Centre will be the only location in Saskatchewan where apprentices can receive the full breadth of training that masonry employers in the ICI, restoration, residential and refractory sectors of the industry require and which are currently not being covered adequately at college.

Since it is not known what the current transfer of funding is to support masonry training at SIAST, the model assumes a value of $2,500 per apprentice for an eight-week in-school session. The financial plan of the Training Centre anticipates that per diem revenues will cover the cost of instructors and consumables in apprenticeship training. Other training costs – *e.g.*, overhead costs and the costs of enriched training – will be met by the Saskatchewan Masonry Training Excellence Fund.

Curriculum Development Support:

The current financial plan estimates curriculum development costs for upgrade, apprenticeship and apprentice enrichment training at $32,000 for the next five years. These costs are significantly lower than might otherwise be anticipated owing to the Saskatchewan Masonry Training Centre's ability to draw on curriculum resources already developed by other jointly managed Masonry Training Centres elsewhere in Canada. It is important to note that the Saskatchewan Masonry Training Centre of Excellence will be able to develop curriculum far more cost effectively as a result of its industry links to employers, suppliers and other industry-managed training centres.

Financial Sustainability:

The *Project Budget* (Tab 9) and the Detailed Financial Plan (Tab 13) demonstrate that the project is financially sustainable.

- The projected contributions to the Training Excellence Fund of $117K per annum are conservative estimates. Furthermore, the TTF contribution projections do not reflect the anticipated growth in the industry that is described in Tab 5.
- Under the Rented Facility model the training centre ends up with a cumulative surplus of nearly $180K after 6 years of operation. Annual surpluses are expected to grow after that point as most major capital investment has been made.
- Over the six years of the project, the training centre (under Own Facility model) will start generating a small surplus. This reserve will be available to pay down mortgage debt or to invest in additional curriculum development. The reserve will also protect the Training Centre's operations against unforeseen fluctuations in revenues and expenditures.

Financial sustainability is fundamental to the Operations Plan of the Training Centre. This principle cuts across all elements of the Financial Plan. The rental option for facilities provides a more viable model for sustainability and risk aversion.

Masonry Employer Labour Force Requirements

1. Overall Increase in Apprentices:

   To address demographic and demand-side pressures, and to increase the proportion of certified workers the industry must recruit approximately 10 to 15 new apprentices (5 to 7 to complete apprenticeship and become certified) into the trade per year over the next 10 years. Prior to the last three years, recruitment has averaged approximately 6 new entrants per year. In recent years there has been a significant increase in recruitment (18 new registrations in 2003/04), however there also have been significant cancellations (14 cancelled in that same period).

2. ICI versus Residential Skills

   The supply of skilled labour in the ICI segment of the industry is particularly precarious. The workforce in this segment of the industry has an older age profile. There is also a need to upgrade the skills of incumbent workers each year.

   There is also a concern in the ICI masonry industry that National Occupational Analysis, the foundation document for provincial training curriculum, is based on Section 9 of the Building Code – pertaining to residential construction. The ICI sector works to Section 4 of the Building Code, which has much more stringent tolerances and standards.

3. Stone Masons:

   There is a significant amount of stonework in the industry and very little training included in most apprenticeship programs. This is an area that the industry wishes to address. In the survey of employers 54% indicated a shortage of skills in stone placement, 46% indicated a shortage in panel stone placement.

4. Restoration

   Restoration is potential growth segment for the industry. Nearly 70% of employers in the Prairies indicated a shortage of skills in this area. This is also an area were training in apprenticeship programs is limited.

5. Other areas of perceived shortage

   Other key areas of skill shortage indicated by employers include: blueprint reading, take offs/estimates from drawings, wall systems, and planning out a job.

The skills described above must be integrated into an enriched and augmented apprenticeship training if new apprentices are to have the skills required by masonry employers in the various sectors of the trade. As well, incumbent journeypersons in the industry must develop these same skills through upgrade training if the industry is to remain competitive. Only by developing these skills will incumbent journeypersons achieve the annual hours of employment they require to earn a decent living. Without these skills, increasing numbers of incumbent journeypersons will find their annual hours of employment declining.

Apprenticeship Training (Enriched): The current practice in most colleges is for apprentices to have approximately 4 contact hours per day and 2 practice hours. The Training Centre will replicate a normal workday. The training day will commence at 8:00 am and end at 4:30 pm, with 30 minutes for lunch. The training day will comprise 6 contact hours and 2 practice hours, with 30 minutes for lunch. This schedule will generate an additional 80 hours per 8-week period. The additional instruction and practice hours will cover subjects not sufficiently addressed in the provincial standards.

Access to Saskatchewan Masonry Training Centre of Excellence

Although only unionized employers in the masonry industry will contribute to the Saskatchewan Masonry Training Excellence Fund, access to the training centre will be made available to non-union apprentices. However, travel and accommodation subsidies, as well as enrichment and upgrade programs, will only be provided to employees of those employers who contribute to the TTF.

To facilitate access to the Training Centre of Excellence by workers from outside of the Saskatoon area the Training Excellence Fund will provide a commuting stipend to workers who must drive a significant distance and a travel and accommodation subsidy to workers for whom commuting is impractical. Short-term upgrade courses may be offered on the weekend to accommodate workers who must commute or travel, to reduce the time they would miss at work.

Saskatchewan Masonry Training Centre of Excellence:

Operations Plan

Renting Facility:

- Could initially start in smaller facility of 3,500 square feet
- Would look for space suitable for training – shop space and classroom space to start
- Ideally would only rent for 8 months of the year – in a vocational school if possible
- Upside rent of approximately $40K per annum

Construction Plan

Site:

- Within the area of Saskatoon
- Easily accessible
- Approximately 1 acre
- Zoned for industrial use
- No municipal planning objections to educational use

Structure:

- 5,000 sq ft plus additional enclosable exterior facility for storage
- structure specifications:
    - shop space
    - classroom
    - space for breaks/lunch
    - administrative space
- to be tendered on design-build basis and built masonry as per direction of the Board of Directors.

Equipment:

- equipment to be acquired per equipment plan list (set out in Financial Plan)
- all machinery to be tendered on the basis of a delivered, installed and warranted price

Legal:

- areas:
    - o land purchase,
    - o contract with general contractor,
    - o dealings with municipality,
    - o mortgage.
- legal advisors:
    - o To be identified

Mortgage Finance:

- $400K through industry of financial institutions
- key terms:
  - 7% interest rate
- 5 year term
- 25 year amortization

Organizational Structure and Staffing Plan

Saskatchewan Masonry Training Trust Fund, through its Board of Directors:

- exercises overall legal responsibility for the Training Centre
- approves all policies
- approves all curriculum
- authorizes all grant applications and assumes legal responsibility for grants
- approves annual operations plan and budget
- appoints auditors
- approves all contracts and leases
- approves all major expenditures
- ratifies appointment of Training Centre Director/Head Instructor
- appoints Executive Committee and Co-Chairs
- equal employer and union membership
- meets at least three times per year

Executive Committee

- approves draft budget and draft operations plan
- appoints Curriculum and Standards Committee
- appoints Building and Development Committee (or Facilities Committee)
- develops interim policies, pending Board approval
- receives and approves monthly operations and financial reports
- recruits and appoints Training Centre Director/Head Instructor
- approves expenditures within authorized financial plan
- approves all staffing, based on recommendations of Training Centre Director/Head Instructor
- organizes annual planning exercise
- equal employer and union membership
- meets monthly

Industry Resource Personnel

- ongoing liaison with Training Centre Director/Head Instructor
- 1 employer representative / 1 union representative

Executive Director of Training Centre/Head Instructor

- hired on a three-year renewable contract
- develops proposed budget and annual operations plan
- submits monthly financial and operations reports
- manages the Training Centre
- oversees and implements outreach and promotion plan

- recruits, in collaboration with Executive Committee, Chief Instructor
- develops funding proposals, as required
- oversees development of curriculum
- recruits and recommends part-time instructors
- delivers trades training courses

Administrative Function

- manages receipts and disbursements
- prepares monthly and annual financial statements
- prepares financial reports as required by funding bodies
- assists in development of annual budget
- liaises with auditors

Position descriptions for the Training Centre Director/Head Instructor are reproduced and attached at the end of this Tab.

Financial Plan

The Financial Plan covers in detail the capital budget, general operations budget, and training budget, as well as revenue projections. The Financial Plan is revised annually and reviewed quarterly. The Project Budget, set out at Tab 9, reflects the salient features of the more detailed Financial Plan. The Detailed Financial Plan is reproduced in the Appendix - Tab 3.

Detailed Training Needs Analysis

A detailed training needs analysis will be the basis for curriculum for enhancing apprenticeship training to meet the needs of the masonry industry and also upgrade curriculum for skills needed by journeypersons who work in these sectors of the industry.

Phase I of the training needs analysis was completed in November 2004. Surveys of employers and apprentices were completed to identify training gaps and issues:

The results of this work determined the training priorities for the Saskatchewan Masonry Training Centre. Additional work, carried either in Saskatchewan or in conjunction with national studies, will be required to get detailed input on curriculum development for enhanced programs.

Curriculum Development Plan

Pending completion of Phase II of the training needs analysis, the following is the curriculum development plan.

Curriculum will be developed using a DACUM (Developing a Curriculum) process. Persons who are experienced in specific trade functions will identify the tasks that an individual must be able to perform. These tasks will be associated with specific skills. Curriculum will then be designed to achieve development of those skills. Curriculum developers will be persons who are expert in trade functions and who have had prior instructing experience.

Figure No. 1 summarizes the curriculum to be developed.

Tab 8 - Figure No. 1
Curriculum to be developed by the Training Centre

Upgrade Courses / Apprenticeship Enrichment Courses:
evening or weekend

- Stone placement, cutting and panels
- Restoration
- Wall systems
- Blueprint Reading
- Estimating/Take Offs
- Mentoring Program
- New Material Seminars
- New Procedures (based on new standards)
- Refractory

Intellectual Property

Curriculum developed by the Training Centre of Excellence will be copyrighted and owned by the Training Excellence Fund, Inc. Curriculum that is developed with public monies will be made available on a no-royalty basis to publicly financed training bodies, such as colleges. Curriculum that is developed solely using Training Excellence Fund resources will be made available on a fair market royalty basis. To economize on curriculum development costs, the Training Centre will collaborate, whenever practical, with other jointly managed training centres elsewhere in Canada. When this path is followed, curriculum will be jointly owned with other development partners.

Marketing Plan

The Saskatchewan Masonry Training Centre will actively promote entry into the trade. The Training Centre will also actively promote participation in upgrade training by incumbent journeypersons.

Promoting Entry into the Trades:
To promote entry into the trades, the Training Centre will undertake the following initiatives:

1. Development of a Web Site to provide information on the trade, links to industry resources, testimonials from apprentices and recently certified journeypersons, and information on the Training Centre. This web site will be professionally developed and maintained.
2. Development of a 15 minute video on the trades for use at career fairs and school visits. The video will also be downloadable from the web site.
3. Development of a professional PowerPoint presentation for use in school visits and community-based employment association visits.
4. Production of a brochure providing information on the trade, how to access the web site, and contacts who can provide more information.

5. Commissioning of a display booth for use at careers fairs.
6. Delivering training to selected employers, journeypersons and current apprentices to deliver presentations to schools and to community-based employment agencies.

A distinct feature of this promotion strategy will be the recruitment of 10 employers, new journeypersons, and/or current apprentices each year to be trained to deliver presentations in visits to schools and community-based employment agencies. Current apprentices or recently certified journeypersons can provide a personal account of the trade and can relate better to school age youth.

Promoting Upgrade Training:
The Training Centre will implement a systematic program to promote upgrade training among incumbent journeypersons. According to the employer survey there is currently very little upgrade training available for journeypersons. Given the experience of other trades which offer journeyperson upgrading there is evidence of some resistance among journeypersons to take upgrade training. The Training Centre would target to increase the number of journeypersons who take upgrade training through the Training Centre of Excellence to approximately 15% of unionized journeypersons. To achieve this increase in upgrade training the Training Centre will undertake the following:

1. Production of a brochure describing upgrade courses and the employability benefits of these courses, with endorsements from employers and other journeypersons.
2. Development of a professional PowerPoint presentation for use at union meetings
3. Advertisements in Local publications.
4. Direct mail of brochures to journeypersons.
5. Posters in the workplace and in union halls.
6. Annual open house.

The budget for marketing and promotion is estimated starting with $5,000 and growing to about $16K to $17K over the six year period.

Reporting and Stakeholder Accountability

The Saskatchewan Masonry Training Centre of Excellence will adhere to the highest standards of stakeholder accountability.

1. The finances of the Training Trust Fund will be independently audited on an annual basis and the audits shall be presented to Union and Management.

2. Monthly financial reports and activity reports will be presented to the Executive Committee, with copies to the Board of Directors. A quarterly financial and activity report will be presented to the Board of Directors.

3. The Training Centre will publish an annual report detailing training activities over the past year and plans for the coming year, and shall be presented to Union and Management.

4. The activities of the Training Centre will be guided by an annual operations plan, an annual budget and a three-year strategic plan. These will all be approved by the Board of Directors.

5. Prior to developing its annual operations plan, the Training Centre will convene a workshop of union employers, union business managers, and other stakeholders to assess past performance and anticipated training needs.

Executive Director/Head Instructor of the Training Centre

Profile of Position:

The Executive Director/Head Training Instructor is responsible for the day-to-day operation of the Saskatchewan Masonry Training Centre of Excellence and its training and outreach programmes. The Executive Director/Head Trainer prepares reports on the Training Centre and its programs and oversees the preparation of funding submissions. With the approval of the Executive Committee, the Executive Director recommends hiring of any additional Instructors. The Executive Director approves or hires all other staff of the Training Centre after approval by the Board of Directors. The Executive Director reports to the Executive Committee and the Board of Directors of the Training Excellence Fund.

Duties and Responsibilities:

1. Prepares an annual operating and financial plan for consideration and approval by the Board of Directors of the Saskatchewan Masonry Training Excellence Fund (TEF).
2. Prepares quarterly operating and financial reports for consideration and approval by the Board of Directors of the TEF.
3. Makes monthly financial and operating reports to the Executive Committee,
4. Hires such staff as are authorized by the annual operating plan, subject to whatever restrictions may be established by the Board of Directors,
5. Enters into supplier contracts as are authorized by the operating plan, subject to approval by the Board of Directors,
6. Oversees preparation of funding submissions and negotiates draft funding agreements with governments, subject to approval at the next Board of Directors meeting or the Executive Committee when that power is delegated,
7. Submits draft curricula to the Curriculum Committee for approval,
8. Manages outreach and promotion activities,
9. On behalf of the Building and Development Committee of the Board of Directors of the TTF, oversees and co-ordinates construction and equipping of the Training Centre.

Qualifications and Experience:

1. A Certificate of Qualification/Red Seal in the Bricklayer trade.
2. A minimum of 10 years practical experience in the Masonry trade.
3. Knowledge of government funding programs and apprenticeship programs.
4. Prior experience as a training administrator.

5. Ability to work with a joint employer-union management committee.
6. Demonstrated ability to make presentations.
7. Demonstrated ability to recruit and supervise staff.
8. Demonstrated ability to prepare budgets and reports.

ASSUMPTIONS FOR SASKATCHEWAN FINANCIAL MODEL: Rent Facility

RECEIPTS:	
Gross Contributions to TTF	1st year requires a lump sump infusion of dollars, Year 2-7 based on $.60 per hour for 195,000 hours.
TDA Per Diem Revenue	The is based on receiving training delivery status and receiving a per diem for each apprentice, based on 40 days per intake ($62.00 per apprentice/per day)
Other Grants	Not included for the purpose of the business plan as they are not "In-hand"
Curriculum Development Support	Not included for the purposes of the business plan as they are "not in hand"
Mortgage Loan	N/A
HRDC - LMP Agreement	Not included for the purposes of the business plan
Interest	Estimated at 2.5% - Year 1 on the lump sum invested, Year 2 to 6 based on the amount in the cumulative surplus
Other (i.e. partners)	Other training partners such as suppliers, will require $50K in the first year, and then $40K in years 2 to 6
Total Receipts	Once the capital investment phase is completed, it will take approximately $225K to operate the centre.
DISBURSEMENTS:	
Management and Administration:	
Administration - TTF	This amount includes, legal fees, accounting costs, administration of the training fund, as well as travel for board members and miscellaneous expenses
Management and Administration - Training Centre	
Salaries and Administration	This includes salaries for a Training Director/Instructor and Admin support. The instructor is only brought on board part way through Year 1 and admin support brought in part way through Year 2. It assumed they will be full-time employees. In the months when no classes are running the Instructor could be involved in on the job training.
Occupancy Costs	Based on a 3,500 sq. ft. facility (see breakdown – Admin-TC)
Professional Fees	No other professional fees included (accounting and legal included in the Administration of TTF.
Training Improvement Coordinator	This depends on the discussions of the Prairie Region Training Improvement Coordinator.
Land and Building:	
Rent	Based on $45K per annum
Building (from Mortgage)	N/A
Land	N/A.
Machinery, Equipment and	

Furnishings:	
Acquisition Costs:	
Hand and Power Tools	Approximately $15K split over two years
Machinery and Equipment	Approximately $75K, half in Year 2 and the remainder over Year 3 & 4
Stone	No upgrading at this time, however a module to be included in the apprentice program will be developed
Restoration	No upgrading at this time, however a module to be included in the apprentice program will be developed
Refractory	Not included
Computers	No computer lab
Administration	Furnishings and equipment
Annual Maintenance & Warranty Costs for M&E (2%)	Based on 2% of one quarter (25%) of ME costs
Training Delivery:	
Tuition Off-set	Possible revenue from tuition fee of $15/week per apprentice – not applied
Locally Delivered Training, incl. Instructors Costs	Applicable if doing mobile training
Skill Upgrade Delivery, incl. Instructors Costs	No upgrading is assumed in this model. All training to be done by head instructor.
Apprenticeship Delivery	Cost of delivery apprenticeship programs. Does not include travel allowances.
Apprenticeship Enrichment Training Delivery, incl. Instructor Costs	Not applicable at this time
Instructors (Apprenticeship) & Head Instructor	No part-time instructors at this time
Curriculum Development	Cost of refining and adjust existing curriculum and upgrade components
Marketing and Promotion	Will depend on how and if function is integrated with Training Improvement Coordinator
Total Disbursements	Once the program is up and running, and most one-time costs have been absorbed it will cost approximately $210K/year.
Surplus / Deficit (-) on Year	Runs a small deficit in Year 2 and 4. Shows a surplus of $30K in years 5 and 6
Cumulative Surplus / Deficit (-) Reserve	Running a cumulative average surplus of $108K. A portion of this should be allocated to a reserve fund. Monies over and above the reserve could be used to expand training as per direction of industry/ board.

Other Details Similar to "Own Facility" Model

Saskatchewan Industry Position Regarding Current Training

The Masonry Industry in Saskatchewan has a long history of working with SIAST to meet its demand for skilled workers. In the past, this has been a mostly successful relationship and there is great potential for the future. However, in recent years the performance of the program as well as the nature of the relationship between industry and SIAST has not been meeting its potential.

The masonry employers have a significant stake in the training of apprentices, the future of the industry depends on having a skilled workforce. The prime objective of masonry contractors is to bid and win masonry jobs – training apprentices is their responsibility on-site, not in the classroom.

There is still a strong desire to come to terms with SIAST and create a new and productive dynamic in the training of apprentices. The industry has some specific requirements, which if met would only make the program stronger and more vital.

The Saskatchewan Masonry Industry strongly supports an open dialogue with SIAST to meet its needs for a trained workforce.

Saskatchewan Masonry Industry Training Centre / Western Training Improvement Coordinator Business Plan

Brief Description

The Masonry Industry in Saskatchewan and the Prairie Region as a whole has been working for several years to address various Human Resource issues at the national level. The Saskatchewan Masonry Institute (SMI) in partnership with Local 1 of the International Union of Bricklayers and Craftworkers (IUBAC) sought funding from Saskatchewan Learning and the Department of Western Economic Diversification to improve the training and development of the workforce, in Saskatchewan and across the Prairie Region

Employers in the masonry industry face a serious, long-term shortage of the work force skills they need to compete and expand. To meet this challenge requires ramping up the number of apprentices trained and providing upgrade training for journeypersons in the industry. The training currently available to the industry falls short of meeting the industry's needs, especially in delivering certified (Red Seal) workers, and the overall number of entrants.

The business plan originally focused on the feasibility of a Regional Training Centre, serving the Prairie Provinces. The concept was refined during the course of the investigation to reflect the perspectives of the masonry industry in individual provinces. For the Prairie Region as a whole the concept of a Training Improvement Coordinator was developed, while for Saskatchewan a feasibility assessment of a smaller training facility was conducted.

The Training Improvement Coordinator is a role that would serve Manitoba, Saskatchewan and Alberta to assist industry with various initiatives focused on supporting and improving the training for apprentices, acting as an industry liaison with various government agencies and attract new entrants.

The Saskatchewan Masonry Training Centre feasibility assessment provides the industry with a framework to evaluate the opportunity of operating its own training facility. This includes evaluating building and operating their own facility or renting a facility for training.

This document is divided into two main sections. Section one is the business plan for the Saskatchewan Masonry Training Centre of Excellence, while Section two provides the framework for the role of Training Improvement Coordinator for the Prairie Region.

Executive Summary

Section Two of this binder presents the business plan for the Western Training Improvement Coordinator. It provides a review of the objectives, an economic overview of the industry and the challenges it faces. Findings reveal the need for training more skilled workers to be able to maintain and grow the workforce to meet the industry's needs. The business plan includes the rationale for a Training Improvement Coordinator and a financial analysis of sustaining this function.

Section One of the binder pertains the feasibility and need for creating a Saskatchewan Masonry Training Centre of Excellence.

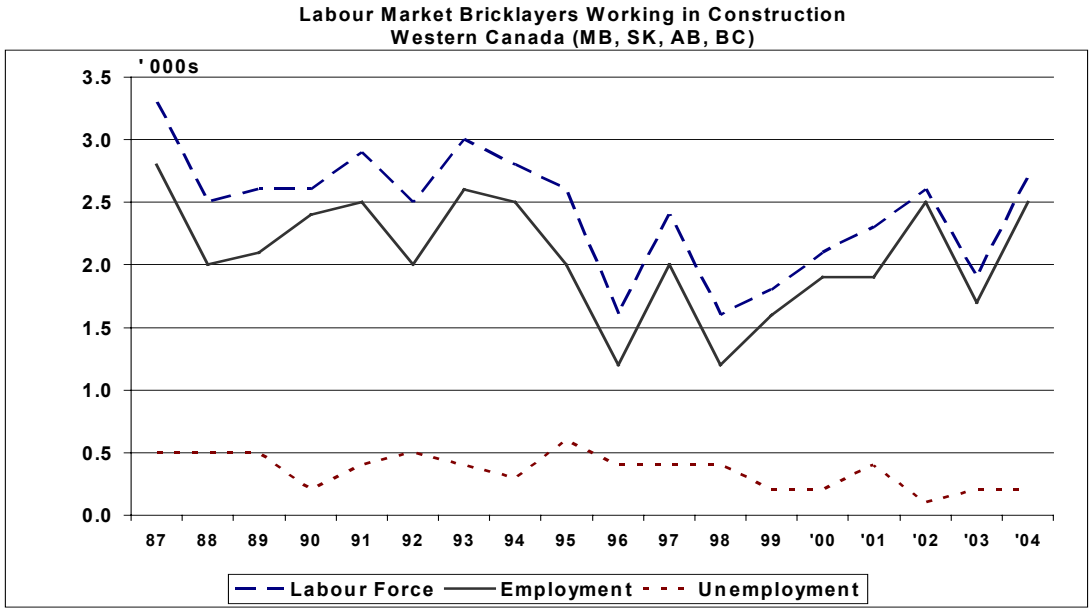
The following core values should define a training and certification program for the trades. The system must:

- Balance the benefits of providing specific skills needed by employers with the benefits of skill breadth to workers seeking employment.
- Meet the emerging need to replace the large number of tradespeople who will retire between 2005 and 2013.
- Address the escalating cost of training by establishing common programs and promoting mobility as well as securing more funding for training.
- Limit the costs of business cycles and the periodic loss of skills to other industries.
- Fill vacant jobs quickly with locally qualified workers, or if none are available, with workers from other regions or provinces.
- Recognize the priority of providing long term and secure employment for Canadian workers before turning to workers from other countries.
- Offer fair and efficient prior learning assessment and recognition to promote mobility of qualified workers.

A review of labour market conditions reveals the extreme cyclical risks for workers in the trades and describes how the recession in the 1990s reduced the available workforce of skilled trades. The need to rebuild this group is set out with reference to expected growth in the market and the masonry industry's plans to regain market share. Industry must also address the need to train new entrants to replace retiring Baby Boomers over the next ten to twenty years.

These findings are consistent with reports of shortages of bricklayers during the peak summer season in many regional markets across Canada. These reported shortages are related to the major loss of experienced workers during the recession and the slow rate of return during the recovery. The consequence is a shortage of available workers with any experience in the trade and a more severe shortage of workers with special skills.

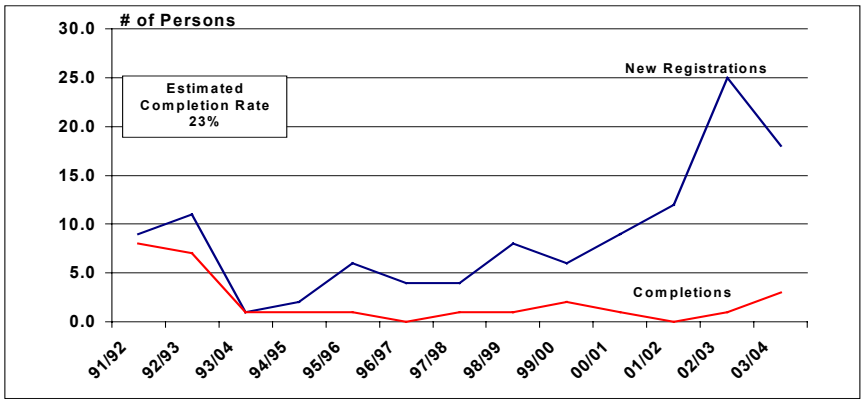
Trends in the Labour Market, 1987 to 2004



In summary, the masonry industry in the Prairie Provinces must plan to meet the increased demand for between 495 and 635 bricklayers over the next decade. The lower number allows for the replacement of retiring workers and a 1% annual trend growth in construction activity. The higher demand level represents replacement workers, growth in construction activity and masonry capturing a larger share of the market.

Targets described above are better understood with reference to the recent low levels of training. Apprenticeship statistics for Manitoba and Saskatchewan shows less than 5 completions per year for bricklayers, since the early 1990's. Alberta has had recent success in increasing apprenticeship completions from less than 10 in 2002 to nearly 40 in 2004. The 2001 Census data shows that Saskatchewan has the lowest certification rate of the Prairie Provinces at 39%, while Alberta and Manitoba are at 54% and 63% respectively. The Manitoba and Saskatchewan also have to contend with a strong economic climate in Alberta, which may draw workers out of province.

Bricklayer Apprenticeship Statistics 1991 – 2004 - Saskatchewan



The concept of a training improvement coordinator was developed during consultations with the masonry industry in Alberta, Saskatchewan and Manitoba. It was not part of the original scope of the study. The initial concept was to look at the feasibility for a Regional Training Centre, serving the needs of the masonry industry in the Prairie Provinces. There were four basic models for training delivery considered in the consultations. These are discussed later in this chapter.

The masonry industry in Saskatchewan, as well as Alberta and Manitoba has been involved for a number of years in Pan-Canadian studies looking at human resource needs and workforce development. This research identified issues and concerns about the current supply of workers and the level of training in place to address those needs. The Saskatchewan masonry stakeholders identified a number of issues faced by the industry.

- Getting people into the training system.
- Significant drop out/discontinuation rates of apprentices.
- Low rate of certification in the workforce.
- Issues related to the Inter-Provincial/Red Seal (IP) examination.
- Apprentices falling “between the cracks”.
- Engaging more employers in training.
- Effectiveness of on-the-job training.
- Improvements to curriculum – mobility of apprentices.
- Avoid duplication of efforts.
- Manage risk to training programs

Four models of training delivery were developed by industry as a vehicle to address the issues listed above.

1. Regional Training Centre

This was the original premise for the study. It was a concept developed to address the aforementioned issues. A financial model was created for this model and discussed with the labour and employer representatives from all three provinces. This model was discounted as there were too many barriers for implementation, it was replaced with model #2, described below.

2. Satellite Training System with Training Improvement Coordinator. Saskatchewan develops new industry-owned facility.

This model was developed to take into consideration that provinces outside of Saskatchewan may not wish to change their current system of training, but would be interested in improved coordination of activities across the Prairies. The second version of this model would provide for the rental of training facilities.

The rewards associated with have a Western Region Training Improvement Coordinator include:

- Focused approach to training
- Industry advocate to address barrier to solution and red-tape
- More emphasis on effective promotion and assessment
- Work towards common curriculum
- Better tracking of apprentices
- More opportunity for effective industry intervention
- Shared costs of resources
- More dialogue between provincial training systems
- Smaller training systems such as Manitoba and Saskatchewan would have support mechanisms
- Saskatchewan industry would be in control of own training

Key Objectives of the Western Training Improvement Facilitator Role:

- To spearhead efforts of masonry industry in Alberta, Saskatchewan and Manitoba to attract and retain apprentices.
- To interface with apprenticeship branches and training institutions and advocate on behalf of the masonry industry.
- To promote dialogue and coordination between training systems and industry.
- To enable transfer of apprenticeships.

Description of Proponent Group And Strength of Partnership

Future Project Proponent: Prairie Region Training Improvement Coordinator

The Masonry employers as represented by the Canadian Masonry Contractors Association (CMCA) believe that a Training Improvement Coordinator for the Western Region could form a critical element in their strategic vision of the masonry workforce. The CMCA already have in place, the administrative and governance structures to manage this initiative, by and throughout the Canada Masonry Centre. Their intent is to proceed to develop their position within a unilateral, management driven framework.

The CMCA would look to incorporate a Western Training Improvement Coordinator as part of a National Training directive. The Board members from Western Canada (two from Alberta, one from Manitoba, one from Saskatchewan and the president of the association, also from Saskatchewan) may form a Western management committee to oversee the function of the Western Training Improvement Coordinator.

By embracing this concept under the umbrella of the CMCA, this initiative could have the support from Ontario and its employer driven training system. This would includes access to instructors, for core and specialty areas of the trade, training materials, assessment protocols, an apprentice tracking system and most significantly of all, buy-in from the employer community.

There would also be the ability to support province specific projects, which would be prioritized through a committee for implementation under the Training Improvement Coordinator role. These province specific projects could have a variety of structures (including jointly funded partnerships with labour and/or other interested groups) and would be operated and managed by ad hoc committee structures.

If this initiative was to be undertaken as a joint labour/management initiative a different governance structure would have to be developed. A Prairie Provinces Training Improvement Board would have to be created with participation from management and labour from all three provinces (assuming financial contributions from all parties)

Description of the Masonry Industry

Masonry contractors employ over 85% of bricklayers.[1] These workers are distributed among most, but not all sectors of construction including:

- New low-rise residential
- New high-rise residential
- Commercial
- Institutional
- Industrial
- Refractory
- Repair and restoration

The National Occupational Analysis (NOA) for bricklayers/stone masons/masons identifies the following areas (blocks) of work:

- Work Related Activities (codes, safety, blueprints, equipment, scaffolding, etc.)
- Masonry Wall and Column System
- Chimneys, Fireplaces, Masonry Heaters and Refractory Materials
- Construction/ Layouts of Masonry Arches
- Restoration
- Ornamental Masonry

The major area of construction where masonry is not used is heavy engineering projects, road building and water/sewer systems. There are special skills and work areas within the trade including stone cutting, refractory work, industrial construction, restoration and repair work and other areas.

4.1 Masonry Contractors

There are over 3,700 contractors with employees in Canada and three quarters of these firms employ four or fewer workers. The Western Provinces of Manitoba, Saskatchewan and Alberta account for 14 percent or 534 contractors.

Data on the number of masonry contractors is based on *Statistics Canada, Canadian Business Patterns (December 2004)*. The major sources of information for the Business Patterns are updates from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. Included in the Business Patterns are all Canadian businesses which meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of $30,000 in annual sales revenue; or

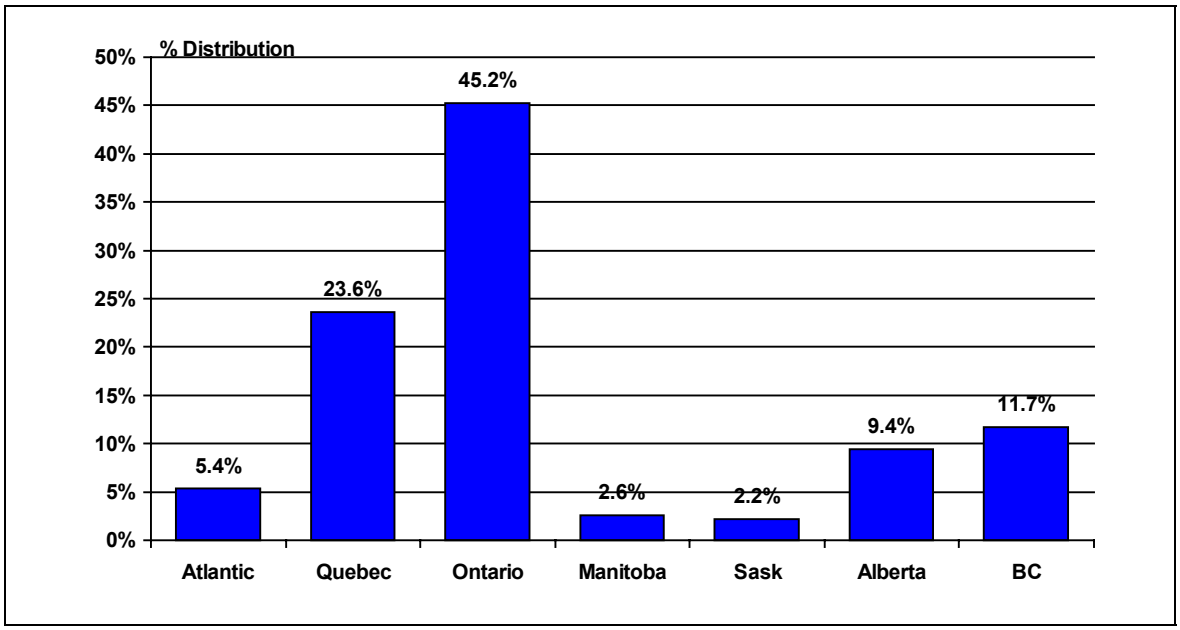
[1] The remaining 15% are persons identifying themselves as bricklayers but working in non-construction industries (manufacturing, etc.).

- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Employment size is derived from payroll remittance made by employers on behalf of their employees.

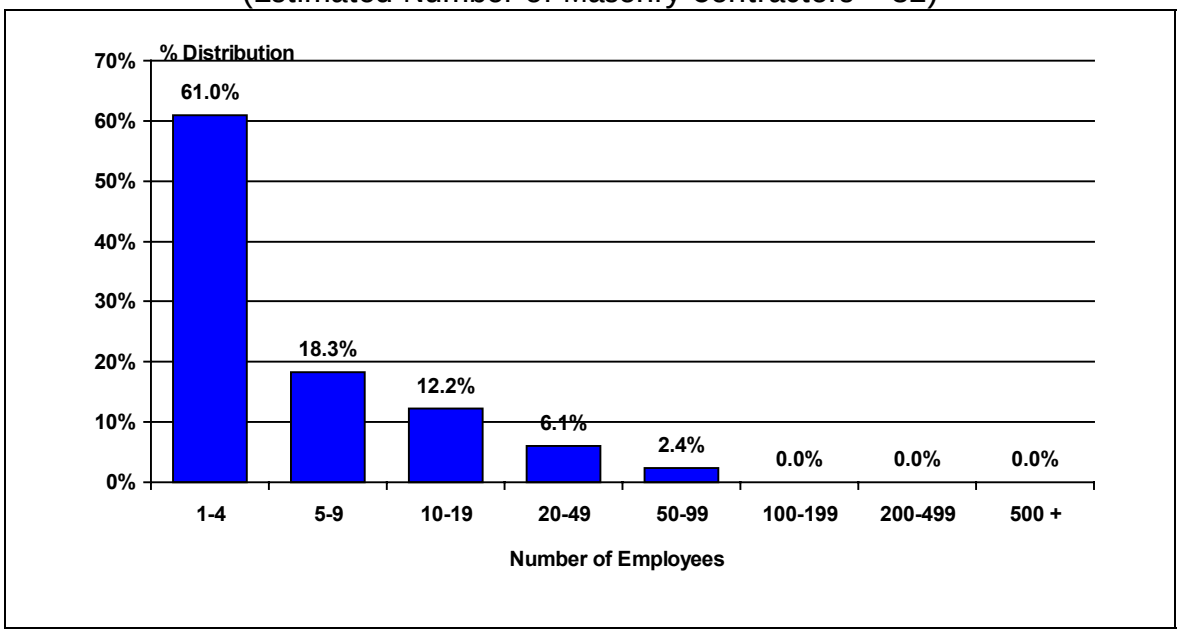
Figures 4.1 to 4.4 set out the size and regional distribution of masonry contractors (excluding self-employed). The purpose of this data is to illustrate the relative size and distribution of masonry contractors.

Figure 4.1:
Distribution of Masonry Contractors by Region (2004)
Estimated Number of Masonry Contractors – 3,700



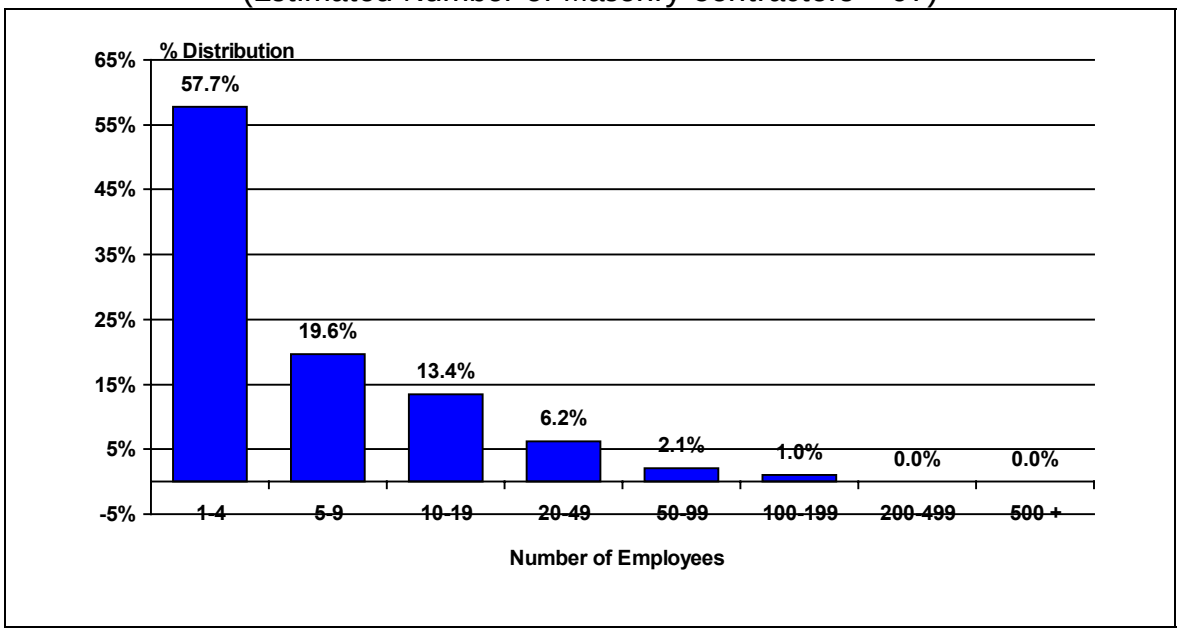
Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

Figure 4.2
Saskatchewan Masonry Contractors by Number of Employees (2004)
(Estimated Number of Masonry Contractors – 82)



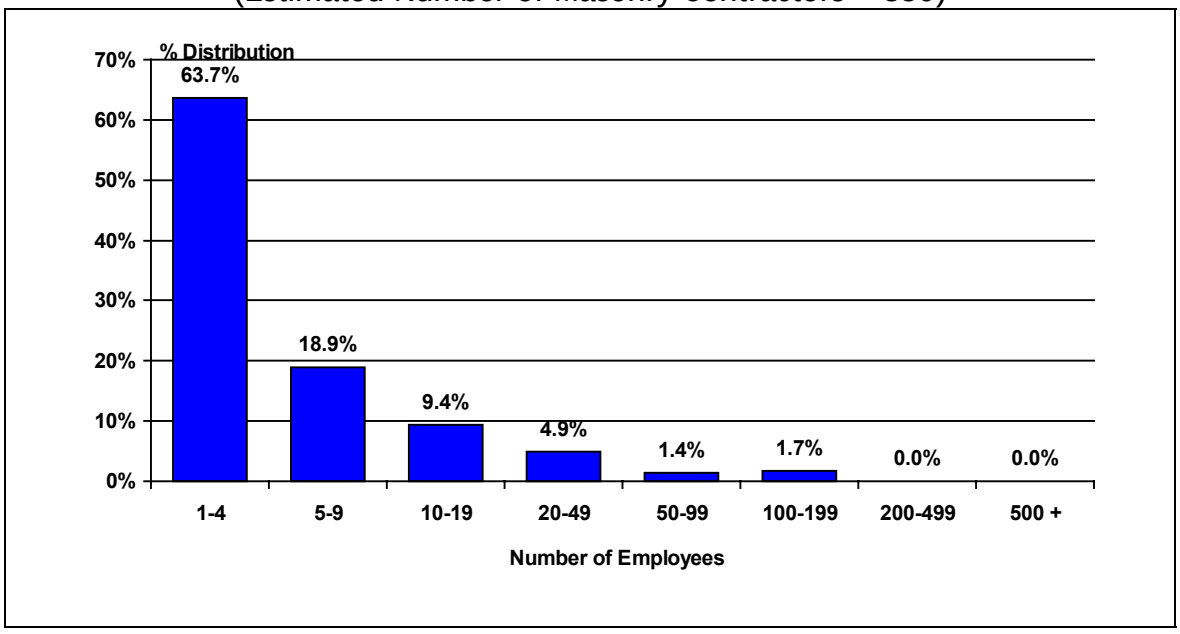
Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

Figure 4.3
Manitoba Masonry Contractors by Number of Employees (2004)
(Estimated Number of Masonry Contractors – 97)



Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

Figure 4.4
Alberta Masonry Contractors by Number of Employees (2004)
(Estimated Number of Masonry Contractors – 350)



Source: Statistics Canada, Canadian Business Patterns, Business Register (2004)

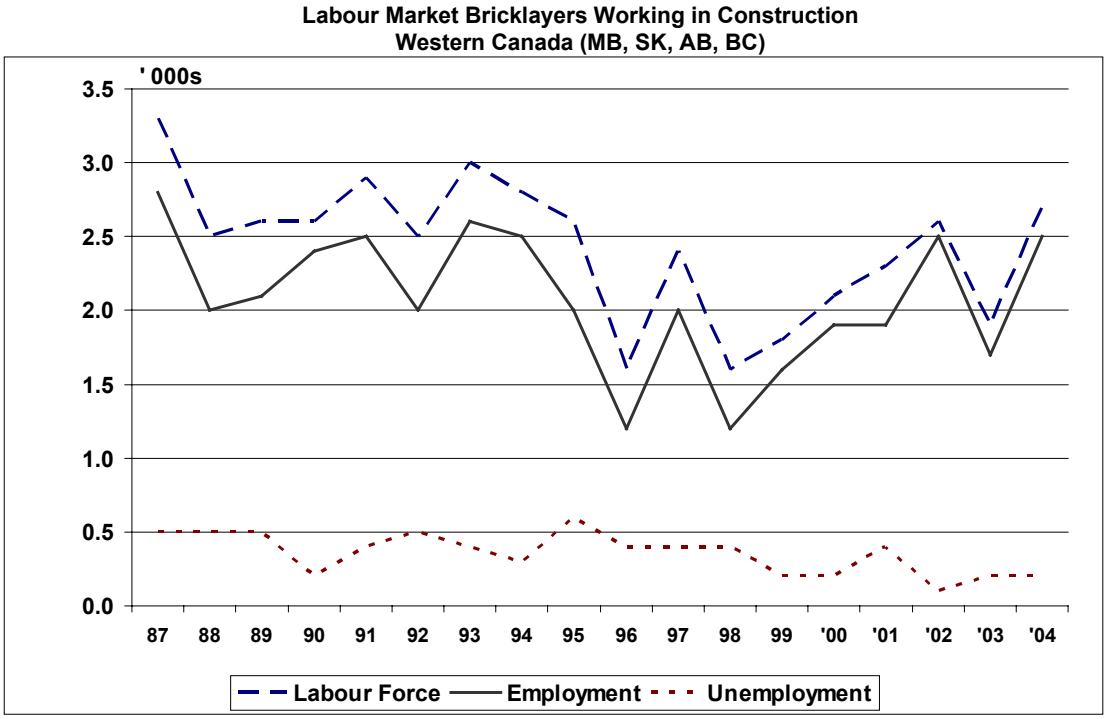
4.2 Labour Force

The bricklaying trades across most regions were hard hit by the recession of the mid 1990s. Exhibit 4.5 tracks the labour force, employment and unemployment rate for Western Canadian bricklayers working in construction for the period 1987 to 2004.

Note: Labour force statistics for Western Canada includes British Columbia. Due to the small sample sizes for bricklayers, individual provincial data could not be compiled for the Prairie Provinces. It is assumed for this analysis that all provinces followed a similar pattern to the western aggregate.

There is a volatile, cyclical pattern with employment dropping by almost 60% during the recession in the early 1990s and then recovering starting in 1997. The recovery, however, is incomplete with just 2,500 employed in 2004, up from the minimum level of 1,200 but still well below the 1987 peak of 2,800.

Exhibit 4.5: Trends in the Labour Market, 1987 to 2004



This pattern is similar to other construction trades, but masonry reports a more cyclical pattern and the extent of the recovery was weaker. This pattern is not shared with overall levels of employment in other construction trades where employment has expanded past previous peaks experienced in the late 1980s.

One implication of these results is that well over half of employed bricklayers were forced out of the trade during the recession (perhaps over 1,500 workers) and just 1,300 have returned to work as the market improved by the late 1990s.

Unemployment, measured as the dotted line at the bottom of Exhibit 4.5, is one indicator of labour market strength. Low unemployment signals a much tighter labour market than the trends noted above might suggest. In particular, in 2002 the number of unemployed bricklayers, as measured by Statistics Canada's Labour Force Survey, fell to a record low annual average of around 100 people. Measured at the monthly, seasonal peak, low unemployment rates point to the limited available workforce and likely shortages in the masonry markets.

These findings are consistent with reports of shortages of bricklayers during the peak summer season in many regional markets across Canada. It is clear that these shortages are related to the major loss of experienced workers during the

recession and the slow rate of return during the recovery. These findings and the results from contractor survey suggest that there is a shortage of available workers with experience in the trade. They also indicate a potential for a more severe shortage as skilled workers leaves the industry due to an aging workforce.

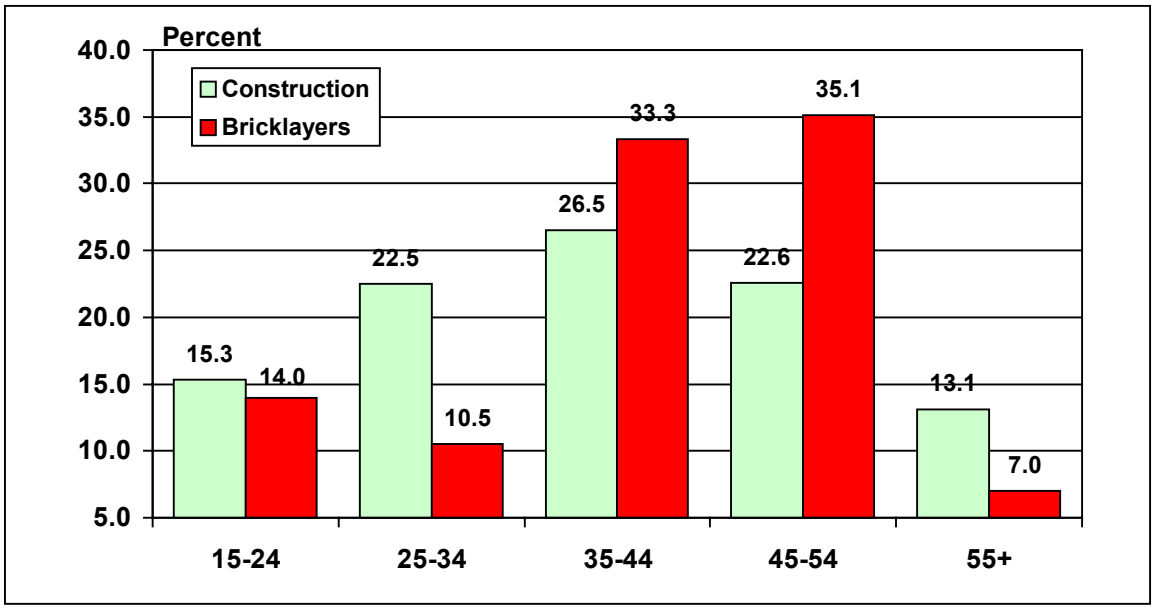
4.3 Demographics

Canada's labour force has a well-known problem related to the high proportion of Baby Boomers in the population. This group, aged 35 to 54, now dominates the demographics and the oldest Boomers are reaching their mid 50s. Human resource planning must anticipate the need to replace this group as it retires over the next twenty years. A more immediate problem is the limited younger population (age 15 to 24) who are now entering the work force. Competition is intensifying to attract this group into most occupations. The construction industry has a slightly older work force and shares these problems with other industries.

Bricklayers and related trades have a more serious version of this problem.

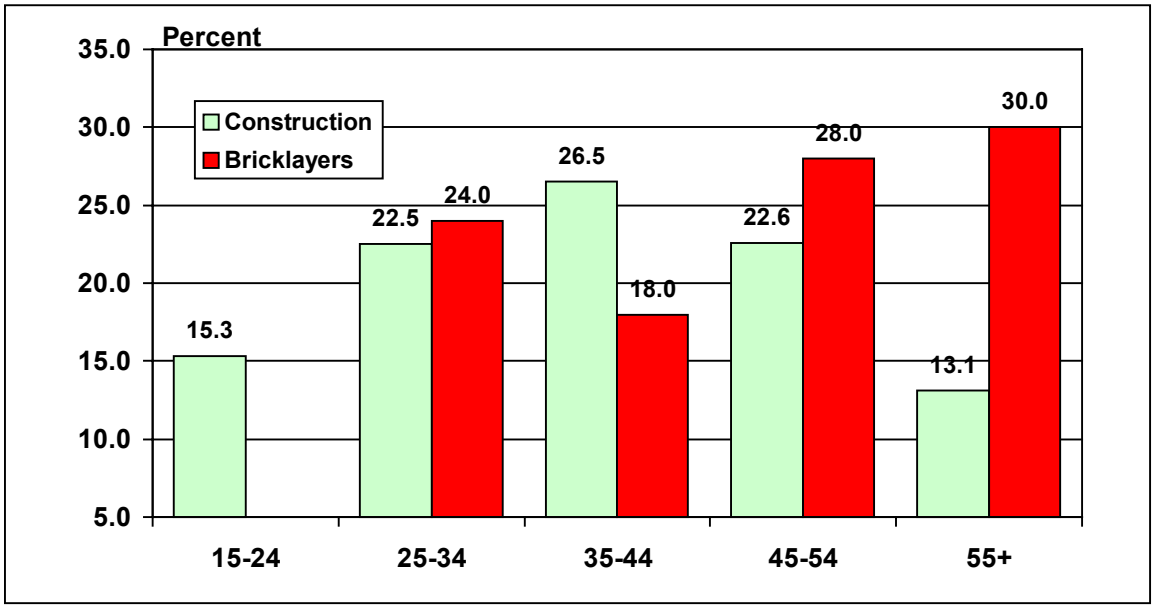
Exhibits 4.6 – 4.8 shows the age distribution of the labour force for bricklayers and all construction-related trades. The key groups are the youngest and oldest. The small proportion in the youngest group represents a recruiting challenge for the trades. The group of boomers aged 35 to 54 represent the problem of retirement that will be an issue starting in 2005 and lasting to 2025.

Exhibit 4.6: 2001 Age Demographics - Saskatchewan



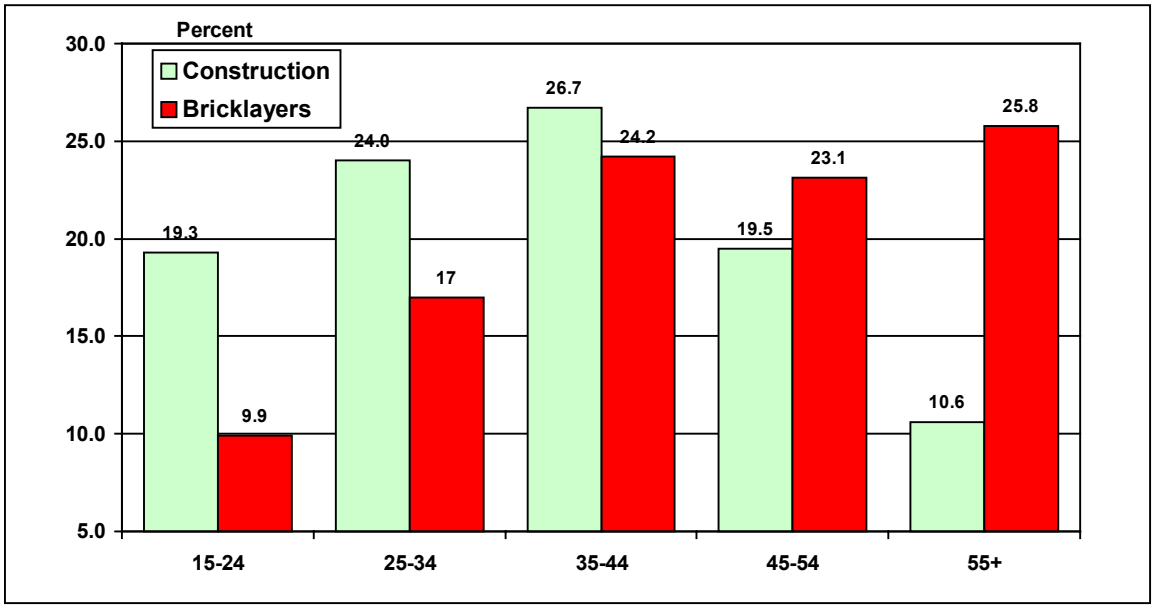
Source: Statistics Canada, 2001 Census

Exhibit 4.7: 2001 Age Demographics - Manitoba



Source: Statistics Canada, 2001 Census

Exhibit 4.8: 2001 Age Demographics - Alberta



Source: Statistics Canada, 2001 Census

Across the 1990s this demographic pattern had a dramatic impact on training and certification. Apprenticeship programs were cut back during the recession and many in the younger group in the voluntary trades did not receive training. The small youth group – now aged between 20 and 30 -- have a lower proportion of certified and trained workers. However, most Baby Boomers were certified when they entered the trades in the 1970 and 80s, and their growing presence meant that the proportion of the workforce that was certified was rising.

The result is that the proportion of the workforce with a post-secondary certification increased across the 1990s – across all trades and provinces. The threat is that these gains will erode as the boomers retire and the new entrants continue to receive less training.

4.4 Training

Weak labour markets and government spending cuts undermined apprenticeship programs in the early to mid 1990s. Unemployment and bankruptcy forced many skilled workers and contractors out of the business. This loss of talent was very costly and the impacts became apparent as the recovery in construction gained momentum in the early 2000s.

Exhibits 4.9 – 4.11, illustrate the decline in the number of new registrations and completions during the mid – 1990s and the resurgence of the apprenticeship programs in the late 1990s with the number of new registrations increasing.

Exhibit 4.9: Bricklayer Apprenticeship Statistics 1991–2004 - Saskatchewan

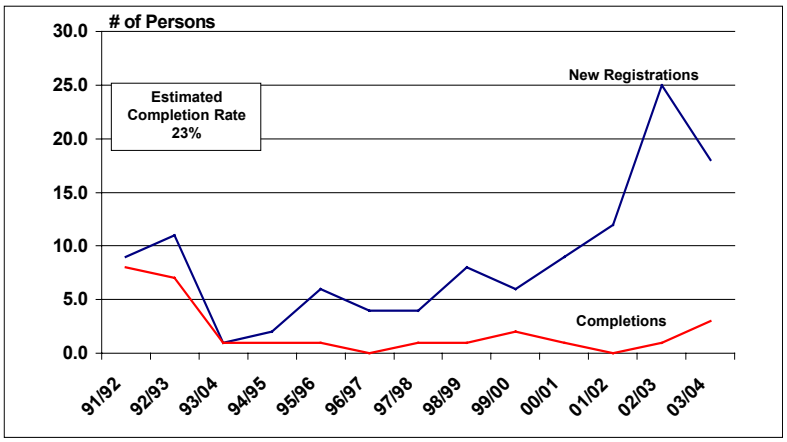


Exhibit 4.10: Bricklayer Apprenticeship Statistics 1991 – 2004 - Manitoba

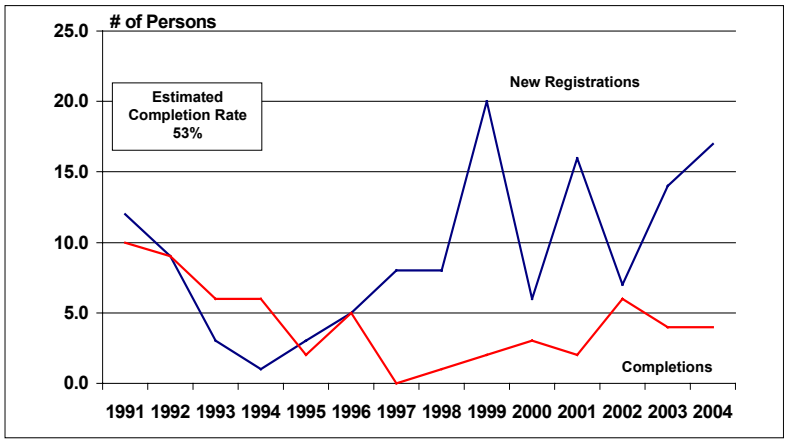
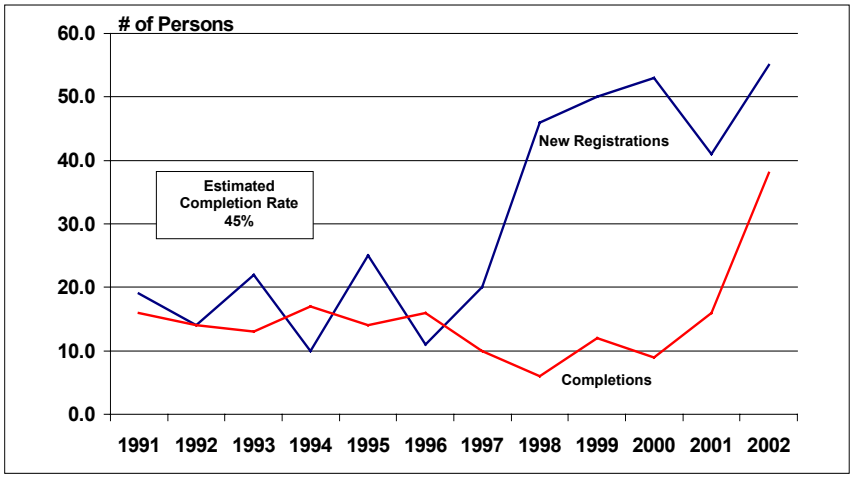


Exhibit 4.11: Bricklayer Apprenticeship Statistics 1991 – 2004 - Alberta



4.5 Economic Overview

This section provides a brief overview of economic conditions that will drive issues faced by the bricklaying trade and masonry contractors over the next decade. The findings presented here are based on research by the Construction Sector Council (CSC)[2]. The CSC has developed labour market information models for each province to assess economic trends and labour market conditions for construction trades across Canada. Only the highlights are presented here. Copies of the provincial reports are available from the CSC website (www.csc-ca.org).

Saskatchewan

A healthy industrial sector and steady housing market will contribute to a fairly stable construction industry. Moderate employment growth is projected for most construction trades over the medium term to 2009. This allows most trades to adjust to increased demand through training and normal recruiting practices.

Economic Outlook

Economic growth as measured by gross domestic product (GDP) is projected to average 2.2% real growth (adjusted for inflation) over the medium term and is expected to drop slightly to average around 2.0 between 2009 and 2013.

[2] The Construction Sector Council is a national organization created in April 2001 and financed by both government and industry. The CSC is a partnership between labour and business.

The major sources of economic growth are export and investment. Increased exports in the mining and manufacturing and a recovery in the agricultural sector will contribute to growth over the medium term. Stronger investment performance is projected for agriculture, mining, and transportation and warehousing sectors.

Employment growth for the total economy is projected to average around 1.0% over the forecast period. The unemployment rate increases slightly over the medium term to 5.0% in 2013, as labour force growth exceeds employment growth.

Key provincial indicators are presented in Table 1.

Table 1
Key Economic Indicators – Saskatchewan
(Year over Year % Change)

	2005	2006	2007	2008	2009-13*
Real GDP	2.7	2.3	1.9	1.7	2.0
Consumer Expenditures	2.5	2.4	2.2	1.9	2.2
Government Consumption Expenditures	1.3	1.2	1.5	1.7	1.6
Government Investment Expenditures	1.5	1.4	1.3	1.4	1.4
Business Investment Expenditures	4.9	6.0	0.0	1.7	1.9
Exports	4.3	3.5	3.4	2.4	2.3
Imports	3.0	4.6	3.1	2.5	2.3
Population	0.2	0.5	0.8	0.8	0.7
Employment	1.6	1.5	0.8	0.3	0.9
Labour Force	0.9	1.1	1.1	0.9	0.9
Unemployment Rate (Level %)	4.6	4.2	4.4	4.9	5.0
CPI	1.6	1.6	1.7	1.6	1.5

Source: Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013, Construction Sector Council (June 2005)

Investment Outlook

Table 2 presents the investment outlook for Saskatchewan. The outlook reports stronger growth in both residential and non-residential construction over the medium term. Over the long term, residential construction declines, while non-residential investment growth continues[3].

[3] **Construction Looking Forward, Labour Force Requirements for Saskatchewan from 2005 to 2014**, Construction Sector Council (June 2005).

- Residential building investment expenditures have increased over the past few years under stronger household growth, rising incomes, and lower interest rates. New housing investment is projected to peak in 2008.
- Industrial investment is projected to strengthen over the forecast period, as agriculture investment increases and manufacturing investment remains relatively high.
- Commercial building construction grows in line with increased business activity and population growth.
- Institutional and government building construction investment is projected to rise faster than population to facilitate the construction of additional infrastructure, including health care facilities.
- Engineering construction expenditures rise in the short term before declining to 2008. Increased mining, utility, and government investment are the major drivers.

Table 2
Investment Expenditures - Saskatchewan

	2003	2004	2005	2006	2007	2008	2009-13*
Residential Investment (97 $Millions)	**1034**	**1098**	**1083**	**1160**	**1228**	**1319**	**1340**
% Change	*9.5*	*6.2*	*-1.4*	*7.1*	*5.8*	*7.5*	*0.3*
New Housing	367	409	380	442	495	573	524
% Change	*17.3*	*11.4*	*-7.0*	*16.3*	*12.0*	*15.7*	*-1.7*
Renovations	667	689	702	718	732	746	816
% Change	*5.7*	*3.3*	*2.0*	*2.2*	*2.1*	*1.9*	*1.8*
Non-Residential Investment (97 $Millions)	**5808**	**6230**	**6577**	**6923**	**6865**	**6903**	**7690**
% Change	*3.1*	*7.3*	*5.6*	*5.3*	*-0.8*	*0.6*	*2.2*
Engineering Construction	2036	2139	2325	2518	2501	2403	2590
% Change	*-9.8*	*5.0*	*8.7*	*8.3*	*-0.7*	*-3.9*	*1.6*
Building Construction	630	672	701	735	737	764	860
% Change	*-3.3*	*6.6*	*4.4*	*4.8*	*0.3*	*3.7*	*2.4*
Industrial Construction	212	242	266	292	287	308	350
% Change	*13.7*	*13.9*	*9.8*	*9.9*	*-1.9*	*7.5*	*2.7*
Commercial Construction	165	171	171	173	176	176	201
% Change	*-7.7*	*4.0*	*0.1*	*0.9*	*1.4*	*0.3*	*2.7*
Institutional & Government Construction	302	308	314	319	324	329	358
% Change	*-9.7*	*1.9*	*1.8*	*1.7*	*1.6*	*1.6*	*1.7*

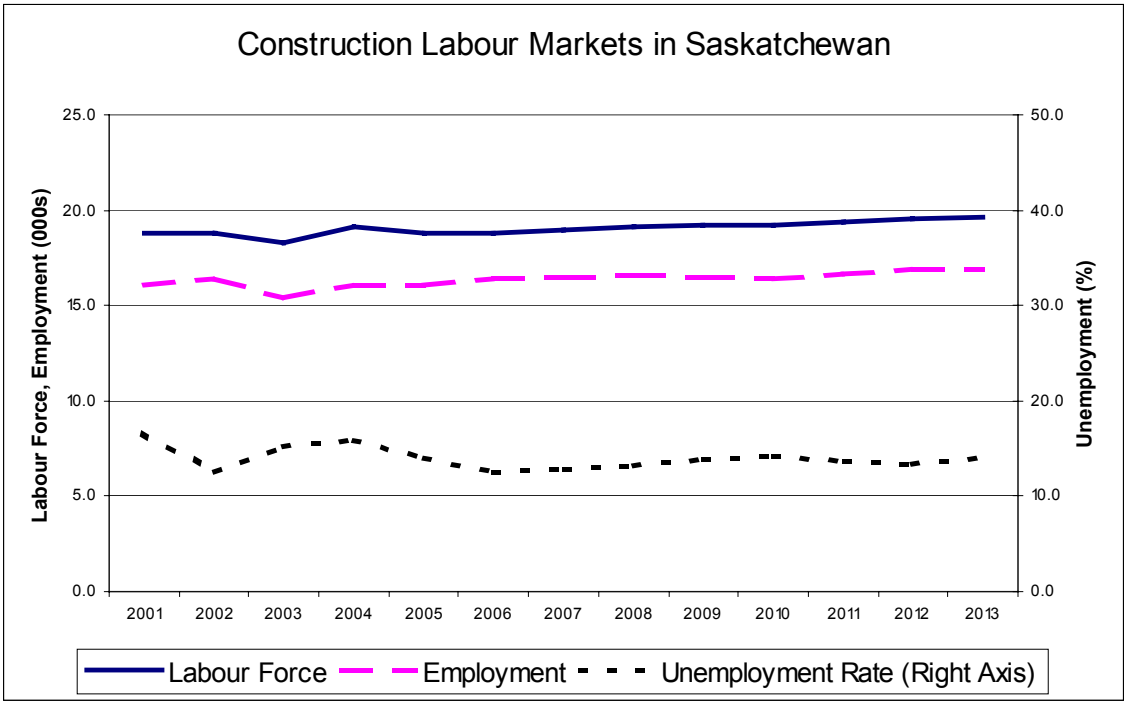
*Growth rates refer to average period growth, levels to the 2013 value
Source: **Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013**, Construction Sector Council (June 2005)

Labour Force and Employment Outlook

The overall state of the labour market for construction trades is presented in Figure 1, which shows labour force, employment, and the unemployment rate.

The labour market is projected to be relatively stable over the forecast period. The available labour force is expected to gradually adjust to the construction demand requirements and the unemployment rate for construction trades will average around 14 percent.

Figure 1



In terms of labour market conditions, the CSC's Construction Looking Forward report includes an assessment of the degree of tightness for selected construction trades – how difficult it is to get workers to fill available jobs. The labour market condition is rated on a ranking system with numbers ranging from 1 (excess supply) to 5 (intense competition for qualified workers). The degree of market tightness rises with the number assigned.

For the bricklaying trades, the CSC reports an average of Rank 3 over the forecast period:

> The availability of workers in the local market may be limited by large projects, plant shutdowns or other short term increases in demand. Similar or weaker conditions exist in adjacent markets, however mobility is an option. Employers may need to compete to attract needed workers. Established patterns of recruiting and mobility are sufficient to meet job requirements.

The market ranking depends on the historical pattern of unemployment for the trade – both at the summer peak of activity and annual averages. The assessment also included the extent of apprenticeship training, potential migration from other provinces and the input gathered from the Saskatchewan LMI committee through an industry survey. Bricklayer was one of the several trades identified by industry stakeholders as reporting a concern about trade shortages. Other trades included concrete finishers, crane operators, heavy equipment operators, heavy equipment mechanics, plasterers and drywall installers, plumbers, refrigeration and air conditioning mechanics, roofers and sheet metal workers.

Manitoba

Economic Outlook

Table 3
Key Economic Indicators – Manitoba
(Year over Year % Change)

	2005	2006	2007	2008	2009-13*
Real GDP	2.8	2.5	2.6	2.3	1.5
Consumer Expenditures	2.2	2.7	2.8	2.8	2.0
Government Consumption Expenditures	1.8	1.8	1.8	2.0	1.6
Government Investment Expenditures	11.7	6.9	1.9	-1.2	-0.3
Business Investment Expenditures	5.2	5.6	8.6	5.2	-1.2
Exports	3.7	1.9	1.9	1.8	1.7
Imports	2.8	3.1	3.4	3.0	1.4
Population	0.6	0.6	0.7	0.8	0.4
Employment	1.7	1.8	1.5	1.2	0.5
Labour Force	1.3	1.3	1.3	1.3	0.7
Unemployment Rate (Level %)	4.9	4.5	4.3	4.4	5.3
CPI	1.6	1.6	1.7	1.6	1.5

Source: Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013, Construction Sector Council (June 2005)

Investment Outlook

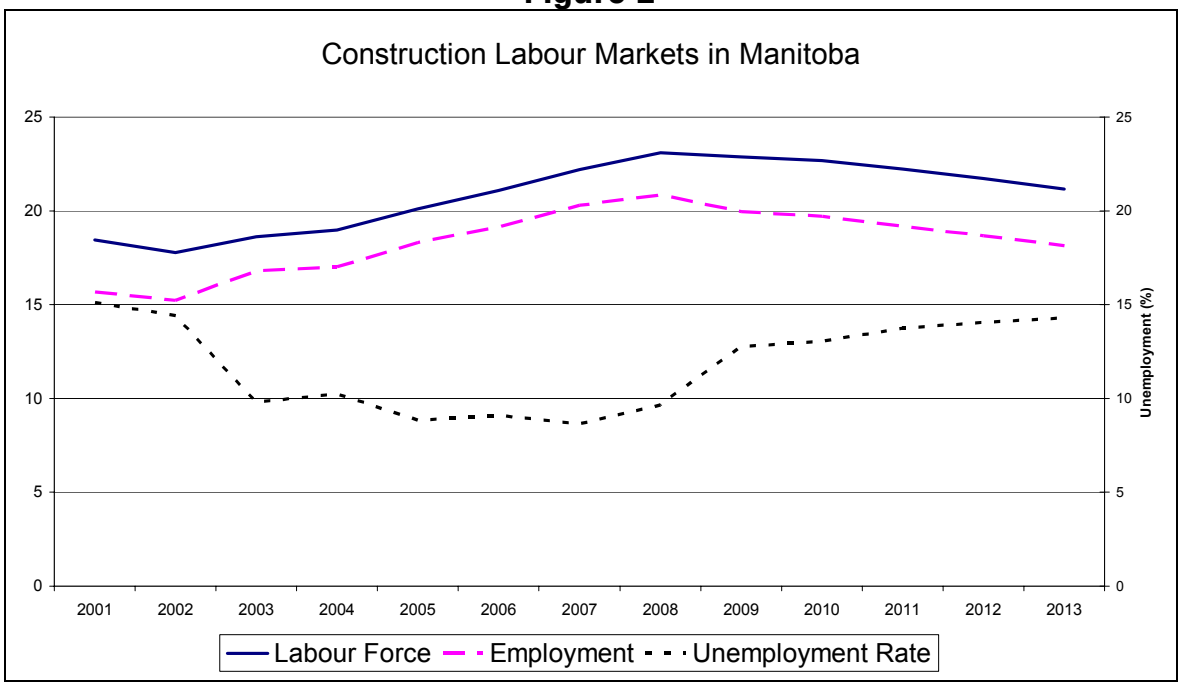
Table 4
Investment Expenditures - Manitoba

	2003	2004	2005	2006	2007	2008	2009-13*
Residential Investment (97 $Millions)	**1256**	**1211**	**1293**	**1323**	**1448**	**1518**	**1295**
% Change	*6.7*	*-3.6*	*6.8*	*2.3*	*9.5*	*4.8*	*-3.1*
New Housing	495	432	498	512	618	664	371
% Change	*11.3*	*-12.8*	*15.4*	*2.8*	*20.8*	*7.4*	*-10.7*
Renovations	761	779	795	811	829	853	924
% Change	*3.8*	*2.3*	*2.0*	*2.0*	*2.3*	*2.9*	*1.6*
Non-Residential Investment (97 $Millions)	**5197**	**5438**	**5781**	**6175**	**6621**	**6893**	**6652**
% Change	*4.3*	*4.6*	*6.3*	*6.8*	*7.2*	*4.1*	*-0.7*
Engineering Construction	807	876	1053	1194	1354	1455	1145
% Change	*-2.6*	*8.6*	*20.2*	*13.4*	*13.4*	*7.4*	*-4.6*
Building Construction	853	901	963	1019	1043	1048	1058
% Change	*2.9*	*5.6*	*6.9*	*5.8*	*2.4*	*0.4*	*0.2*
Industrial Construction	189	212	244	271	282	279	266
% Change	*-24.1*	*12.2*	*14.9*	*11.3*	*3.9*	*-1.2*	*-0.9*
Commercial Construction	306	323	313	314	318	328	346
% Change	*0.7*	*5.4*	*-3.0*	*0.3*	*1.1*	*3.3*	*1.1*
Institutional & Government Construction	355	363	403	431	441	438	443
% Change	*12.5*	*2.3*	*11.1*	*6.8*	*2.3*	*-0.5*	*0.3*

*Growth rates refer to average period growth, levels to the 2013 value
Source: **Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013**, Construction Sector Council (June 2005)

Labour Force and Employment Outlook

Figure 2



Alberta

Economic Outlook

Table 5
Key Economic Indicators – Alberta
(Year over Year % Change)

	2005	2006	2007	2008	2009-13*
Real GDP	3.0	3.5	4.1	2.8	2.4
Consumer Expenditures	3.4	4.3	4.8	3.9	3.0
Government Consumption Expenditures	3.2	2.4	2.6	2.7	2.3
Government Investment Expenditures	7.5	8.5	6.4	1.3	1.8
Business Investment Expenditures	6.6	6.9	3.0	1.9	-0.2
Exports	2.7	2.8	4.9	2.8	3.0
Imports	3.9	4.9	4.7	3.4	2.2
Population	1.3	1.4	1.5	1.6	1.0
Employment	2.0	1.5	2.4	1.2	0.9
Labour Force	1.7	1.7	1.9	1.8	1.0
Unemployment Rate (Level %)	4.3	4.5	4.0	4.5	4.7
CPI	1.6	1.6	1.7	1.6	1.5

Source: Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013, Construction Sector Council (June 2005)

Investment Outlook

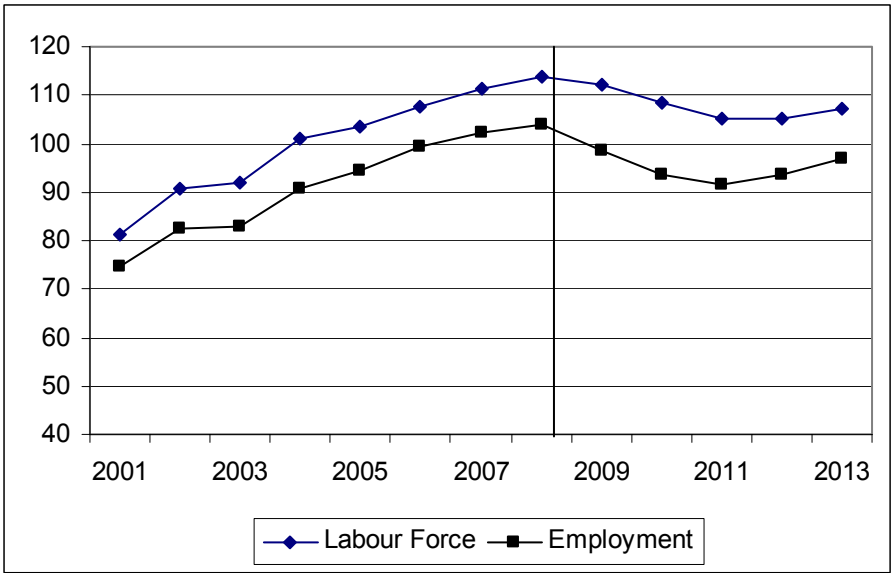
Table 6
Investment Expenditures - Alberta

	2003	2004	2005	2006	2007	2008	2009-13*
Residential Investment (97 $Millions)	**6288**	**6105**	**5638**	**5620**	**5742**	**5962**	**4945**
% Change	1.2	-2.9	-7.7	-0.3	2.2	3.8	-3.6
New Housing	4272	3981	3449	3366	3388	3525	2231
% Change	-0.4	-6.8	-13.4	-2.4	0.7	4.1	-8.6
Renovations	2016	2124	2190	2253	2354	2436	2714
% Change	4.6	5.4	3.1	2.9	4.4	3.5	2.2
Non-Residential Investment (97 $Millions)	**32567**	**34847**	**38056**	**41222**	**42671**	**43309**	**43966**
% Change	-6.0	7.0	9.2	8.3	3.5	1.5	0.3
Engineering Construction	13568	14268	15614	17263	18005	18479	18432
% Change	-8.3	5.2	9.4	10.6	4.3	2.6	0.0
Building Construction	2538	2789	3042	3210	3308	3342	3508
% Change	-9.8	9.9	9.1	5.5	3.0	1.1	1.0
Industrial Construction	601	678	776	914	948	936	901
% Change	8.1	12.7	14.5	17.8	3.7	-1.2	-0.7
Commercial Construction	929	1028	1071	1019	1050	1073	1153
% Change	5.2	10.7	4.2	-4.9	3.0	2.2	1.5
Institutional & Government Construction	1102	1176	1288	1370	1403	1426	1547
% Change	-23.7	6.7	9.5	6.3	2.4	1.7	1.6

*Growth rates refer to average period growth, levels to the 2013 value
Source: **Construction Looking Forward, Labour Requirements for Saskatchewan from 2005 to 2013**, Construction Sector Council (June 2005)

Labour Force and Employment Outlook

Figure 3
Construction Labour Markets in Alberta



Human Resource Challenges in the Masonry Industry

At the start of decade there were approximately 16,000 workers and over 3,000 contractors (excluding self-employed) that earned their living from masonry work in Canada. The masonry industry was hard hit by the recession of the mid-90's and employment levels and apprenticeship registrations in some regions are still recovering to attain levels experienced in the late 1980's.

- **1990's Slow Recovery.** During the early 1990's employment for bricklayers dropped by almost 60% before recovering from 1999 to 2002. The recovery, however, is incomplete for some provinces. Based on Statistics Canada 2004 Labour Force Survey data there were approximately 12,600 employed as bricklayers in Canada, up from the lowest point of 7,300 but below the 1987 peak of 18,200.

  A similar pattern of decline and recovery was reported in the western provinces where employment of bricklayers decreased from a high of 2,800 in 1987 to a 1,200 low in 1996. Estimated employment in 2004 was 2,500, still well below the 1987 peak. (*Note: the western provinces labour force statistics include British Columbia. Due to small sample sizes the labour force survey could not breakout bricklayer data for the Prairie Provinces.)*

- **Loss of Workers.** An implication of these results is that *well over half of employed bricklayers were forced out of the trade* during the recession and it is uncertain how many returned as construction markets improved across Canada in the late 1990s.

- **Skill Shortages.** The labour force trends are consistent with reports of shortages of bricklayers during the peak summer season in many regional markets across Canada in the early 2000s. It was evident that these shortages were related to the major loss of experienced workers during the recession and the slow rate of return during the recovery.

- **An aging workforce.** In addition to the slow recovery of the labour force, demographic data shows that bricklayers are on average older than most construction trades and there is significant risk that large numbers of skilled workers will leave the industry in the next ten to twenty years and may not be replaced if industry does not take action.

- **Recruiting Youth.** A larger problem for masonry is the limited number of young people entering the trade. Those that are entering appear to be less interested in certification and are more specialized in their experience. To meet the immediate industry needs young, inexperienced, uncertified workers were recruited to enter the work force. These new workers added to the substantial gaps in health and safety training of the current work force and contributed to further gaps in some specialized skill areas such as refractory, industrial and restoration work.

-

Demand for the Trades[1]

Demand for newly certified masonry workers will come from the replacement of retiring workers and the need to meet rising demand.

The demand projections explore upper and lower limits that bracket the likely range of construction employment. The analysis examines several components that contribute to the future demand for bricklayers:

- **replacement**: to replace retirees and bricklayers that exit the trade for other construction trades or other industries,
- **trend growth**: to account for increased construction activity over the forecast period, and
- **increased share**: to account for increased construction activity and market share resulting from successful efforts of CMHRC initiatives that promote the benefits of masonry products.

For the western region (Manitoba, Saskatchewan and Alberta), the analysis starts with an estimated total labour force of 1,890 bricklayers working in construction in 2003. Changes to the base labour force are then introduced and traced over the forecast period of nine years from 2005 to 2013 to determine the demand implications.

Industry projections are based on forecasts prepared by the Construction Sector Council (CSC) and analysis by Canadian Masonry Human Resources Committee (CMHRC).[2] The CSC analysis projected the level of building activity by province and building type. This projection was adjusted to reflect the mix of construction activity served by masonry contractors.

The base line forecast for employment of bricklayers was for a 1.0% average annual growth from 2005 to 2013.

The results of the demand scenarios are summarized in **Exhibit 5.1.** The Exhibit shows the total and annual average change in the workforce under different circumstances and assumptions for the forecast period.

Replacement Demand

The first component of the demand analysis is to establish the number of new workers required to replace bricklayers that retirement or exit to other industries over the next nine years.

[1] Canadian Masonry Human Resources Committee 'The Canadian Masonry Industry, A Call to Action' (March 2004).
[2] CMHRC

The analysis starts with a simple estimate of the number of retiring bricklayers. It is assumed that all of the current work force age 55 and over retire in the next nine years. For the Western provinces this results in the exit of 355 bricklayers (or 43 per year) between 2005 and 2013 (see Exhibit 5.1).

The replacement of the existing workers represents the lower bound of the demand analysis. In order to maintain its existing workforce the masonry industry must replace departing workers.

Exhibit 5.1 – Demand for Bricklayers, 2005 - 2013
Change in Labour Force, # of Workers

	Manitoba	Saskatchewan	Alberta	Prairies
Demand Scenarios				
a. Replacement	80	25	250	355
b. Trend Growth	50	30	60	140
c. Increased Share	100	60	120	280
Total Demand				
Trend + Replacement	130	55	310	495
Increased Share + Replacement	180	85	370	635
Source: Prism Economics; Statistics Canada, 2001 Census; Construction Sector Council				

Growth Scenarios

In addition to the replacement of workers the demand analysis must take into account the potential for industry growth through increased overall construction activity and the increase of masonry's market share. Labour demand under industry growth scenarios would be in addition to replacement workers. Two growth scenarios are considered.

A "**Trend growth**" scenario traces the labour impact associated with a general increase in construction activity. The scenario is based on forecasts prepared by the Construction Sector Council (CSC) and analysis by Canadian Masonry Human Resources Committee (CMHRC). The projection calls for slow but steady weakening of the residential market and improved markets for non-residential construction. The mix of activity restricts the overall growth in demand for bricklayers in the Western Provinces to just less than 1.0% annually.

Under this scenario, the demand for bricklayers over the forecast period increases by 140 workers or an average of 15 per year between 2005 and 2013 (see Exhibit 5.1). These workers would be in addition to the 355 replacement workers

An alternative growth scenario is for masonry to capture an "**increased share**" of construction activity. Under this scenario the expected rate of growth in masonry markets doubles on the assumption that efforts to regain market share are successful. The increase worker demand is estimated at 280 bricklayers over the forecast period or 31 per year (see Exhibit 5.1).

In summary, the masonry industry can expect to meet the demand for a minimum of 495 and a maximum of 635 bricklayers over the next decade. The lower number allows for the replacement of retiring workers and a 1% annual trend growth in construction activity. The higher demand represents replacement workers, growth in construction activity and masonry capturing a larger share of the market.

Demand for Certified Bricklayers

Based on the demand projections under the two growth scenarios the demand for certified workers were estimated under two sets of assumptions. The first case assumes that the current proportion of the workforce that is certified is maintained over the forecast period from 2005 to 2013. Based on 2001 Census data, the percentage of the bricklayer labour force that is certified is estimated at:[3]

- Manitoba: 63%,
- Saskatchewan: 39%, and
- Alberta 54%.

In the second case, the certified proportion of the workforce for Saskatchewan is increased from the current level of 39% to 50% by 2013.

The implications of the analysis are summarized in Exhibit 5.2. Under the most limited assumptions of trend growth and certification, the trade will require over 495 new workers with over 267 of these new workers to become newly certified trades people over the coming decade. Under replacement and increase share the number of certificated workers increases to 635 over the next nine years.

These are conservative targets. Conditions could increase the need for certified workers under a variety of conditions like increased early retirements and added demand. The levels chosen here are deliberately left within reasonable reach of current activity.

[3] Statistics Canada 2001 Census

Exhibit 5.2
Demand for Certified Bricklayers, 2005 to 2013
Change in Labour Force, # of workers

	Manitoba	Saskatchewan	Alberta	Prairies
% of Labour Force Certified	63%	39% / 50%	54%	
Demand Scenarios				
a. Replacement	50	10 / 13	135	195
b. Trend Growth	30	12 / 15	30	72
c. Increased Share	60	24 / 30	65	280
Total Demand				
Trend + Replacement	80	22 / 28	165	267
Increased Share + Replacement	110	34 / 43	200	344
Source: Prism Economics				

Rationale for Training Models

The concept of a training improvement coordinator was developed during consultations with the masonry industry in Alberta, Saskatchewan and Manitoba. It was not part of the original scope of the study. The initial concept was to look at the feasibility for a Regional Training Centre, serving the needs of the masonry industry in the Prairie Provinces. There were four basic models for training delivery considered in the consultations. Model 1 and 2 – the Regional Training Centre and The Satellite Training System with a Training Improvement Coordinator are discussed in this chapter. The models specific to Saskatchewan are discussed in Section One, Tab 6.

The masonry industry in Saskatchewan, as well as Alberta and Manitoba has been involved for a number of years in Pan-Canadian studies looking at human resource needs and workforce development. This research identified issues and concerns about the current supply of workers and the level of training in place to address those needs. The Saskatchewan masonry stakeholders identified a number of issues faced by the industry. These include:

- Getting people into the training system.
  Bricklaying is not considered one of the more technical trades and yet it requires a high level of skill and knowledge of building systems to advance one's career. The industry needs to attract the right people, who will go through training and stay on as skilled bricklayers, and move up to become forepersons and supervisors. Supervisory skills are also a growing demand area for the industry.
- Significant drop out/discontinuation rates of apprentices.
  As data in Tab 5 indicates there are large numbers of apprentices that do not complete the program.
- Low rate of certification in the workforce.
  This varies to some extent by province, but most are short of the 50% certified worker goal set out in by the Canadian Masonry Human Resources Committee in 2002 to 2004 (www.cmhrc.ca). In the work undertaken by the CMHRC it was stated that the industry should set an objective of having at least 50% of the masonry workforce certified.
- Issues with Inter-Provincial/Red Seal (IP) examination.
  Over the past few sessions of writing the IP exam a number of apprentices, in Saskatchewan, have failed to get their Red Seal. These same students did not have the same difficulty in passing their level exams. The employers and Union are committed to having certified workers and require this issue to be addressed. It has been noted that the results for the last IP exam significantly improved from previous years.
- Apprentices falling "between the cracks".
  There is no user-friendly tracking system for apprentices. Some move in and out of the system, going to work and never returning for in-school training. There does not appear to be a systematic approach, on an industry wide basis, to following up with apprentices and keeping them in the industry. The union keeps track of apprentices that are its members.
- Engaging more employers in training.
  This is a critical matter, as without employers who train apprentices the system

fails. The more employers involved the more apprentices can be integrated into the workforce and the investment in training would be shared over a broader base.

- Effectiveness of on-the-job training.
  By engaging more employers in on-the-job training (OJT) the risk increases of having disparate approaches to providing the 80% of training that employers are responsible for. Currently, there are only very general standards or guidelines for OJT, which were developed in Saskatchewan. These guideline provides an overview of both the in-school and on-the-job portion for training. There is also a national initiative, funded by the Construction Sector Council, to develop Pan-Canadian guidelines for a masonry on-the-job training program (See Tab 7 for background).

- Improvements to curriculum – mobility of apprentices.
  One of the major concerns articulated by the Masonry industry is the inconsistent curriculum being taught to apprentices across the country. Not only does the content of the curriculum need to be addressed, but also more importantly a consistent and comprehensive approach to delivering that content needs to be implemented. This includes, sequencing, common training materials and consistent testing at the end of each level apprenticeship. This would ensure a more cohesive approach to training apprentices, allowing them the flexibility to follow the work between provinces and take the in-school training in different institutions if required.

- Avoid duplication of efforts.
  There are elements of duplication across the Prairie Region, as well as other provinces. Currently, each province spends to develop curriculum, then training institutions have to develop training curriculum, training aids and materials. Most existing programs for attraction and retention of apprentices are also implemented locally or within a province, while the labour force requirements transcend borders. If funding could be pooled to address some of these elements a stronger product could be developed, and also help maintain a common approach across provinces.

- Manage risk to training programs
  Apprenticeship programs face an element of risk. In the early 90's there was virtually no training for bricklayer apprentices, due to the downturn in the market. The masonry industry is paying a price for that, right now, as it is missing an age cohort of the workforce. Some provinces or regions, have smaller programs based on the size of the industry and population, it is sometimes difficult to put together a full class of second or third year apprentices, and those classes are at risk of being cancelled. It becomes more difficult to make up for these shortfalls as there are only so many apprentices that can be integrated into the workforce at any one time – it also results in many not completing their training. The industry and trainers must work together to ensure to reduce barriers to training and maintain a consistent program.

- Pension Plan Sustainability
  Older workers who have contributed to pension funds throughout their career now face a risk of pensions not being able to meet the promised pay out. With a shrinking pool of contributing workers, lower than projected return and longer life-spans, there is a greater burden on younger workers to maintain existing pension

levels. This will not be sustainable over the long term. There is a finite number options to address this issue; pay outs will have to be reduced, the contribution levels needs to be increased (without the promise of increased benefits) or the pool of contributing workers needs to expand.

Four models of training delivery were discussed with industry as a vehicle to address the issues listed above.

1. **Regional Training Centre**
   This was the original premise for the study. It was a concept developed to address the aforementioned issues. A financial model was created for this model and discussed with the labour and employer representatives from all three provinces.

   Scope of model:
   - Inclusive of Alberta, Saskatchewan and Manitoba. B.C. may be involved later in the process
   - New building of approximately 15,000 sq.ft.
   - Location potentially determined by concentration of apprentices and size of market (cost)
   - Staffed by two permanent employees (director and head instructor), with part-time administrative support and part-time instructors (as needed)
   - Prairie provinces training board established to oversee the management and directions

   Rewards
   - Systematic and consistent approach to training
   - Economies of scale
   - Broader support base from contractors and suppliers
   - Common curriculum
   - Ability to track apprentices
   - Raise image of industry
   - More industry input into training

   Risks
   - Cost
   - Lack of support and seat purchase money from provinces (training delivery agent status)
   - Difficulty in getting apprentices to travel
   - Lack of support from contractors for centralized model
   - Location is an issue
   - Major shift from current training model

2. **Satellite Training System with Training Improvement Coordinator. Saskatchewan develops new industry-owned facility.**
   This model was developed to take into consideration that provinces outside of Saskatchewan may not wish to change their current system of training, but would

be interested in coordinating it better. The second version of this model would provide for the rental of training facilties.

- Training facilities in Alberta and Manitoba continue to operate in their current fashion
- Saskatchewan builds training centre to suit provincial needs
  - Smaller facility of approx. 5,000 sq.ft
  - One full time instructor/director and part time admin support
- The alternative would be for the Saskatchewan industry to rent the appropriate facilities. This model has worked for the Masonry industry in two other locations in Canada.
- Training Facilitator's role is to coordinate the training among provinces, develop regional (multi-provincial) training plan, track apprentices, and facilitate development of core curriculum and sequencing between provinces.
- Prairie provinces training board established to oversee direction and review results

Rewards

- Focused approach to training
- Industry advocate to address barrier to solution and red-tape
- More emphasis on effective promotion and assessment
- Work towards common curriculum
- Better tracking of apprentices
- More opportunity for effective industry intervention
- Shared costs of resources
- More dialogue between provincial training systems
- Smaller training systems such as Manitoba and Saskatchewan would have support mechanisms
- Saskatchewan industry would be in control of own training

Risks

- Cost of the training facilitator and the time it would take for that role to be effective in the training environment
- Cost to Saskatchewan for the number of apprentices it would have in the system
- Province may not grant training delivery status to industry training centre
- Province may not provide seat purchase money/block funding

This Business Plan provides details on the Training Improvement Coordinator and the feasibility for a Saskatchewan Training Centre. The industry in Saskatchewan is committed to improve the quality of its workforce and would consider either option as a method to achieve that goal.

Detailed Descriptions for:
Training Improvement Coordinator

Description of Training Improvement Facilitator Function

Objectives:

- ► To spearhead efforts of masonry industry in Alberta, Saskatchewan and Manitoba to attract and retain apprentices.
- ► To interface with apprenticeship branches and training institutions and advocate on behalf of the masonry industry.
- ► To promote dialogue and coordination between training systems and industry.
- ► To enable transfer of apprenticeships.

Responsibilities:

- Implement a regularly scheduled information session in each province to identify potential candidates for apprenticeship (first level assessment), in consultation with industry stakeholders.
- Adopt a screening system to select candidates for job placement/apprenticeship
- Meet with apprentices at a point during their in-school sessions to discuss issues regarding their training (in-school or on-the-job)
- Work on various promotional efforts with industry in each province (see paper on attraction/retention)
- Work to engage the supplier sector
- Liaise with training institutions around in-take numbers and determine the number of active apprentices
- Review training curriculum and make recommendations as to how it could be synchronized between provinces – working with the apprenticeship advisory boards.
- Track apprentices with employers and union (where are they working, when are they scheduled to go to school)
- Participate in any instructors' forums and/or dialogue with trainers
- Work with aboriginal groups to identify potential candidates for apprenticeship, but ensuring continuation of and non-interference with existing programs.
- Work with employers to deliver on-the-job training. Engage new employers into taking on apprentices.
- Review Inter-Provincial Examination pass rates and identify any issues that arise. Work with industry and government to resolve issues.
- Identify sources of funding for training/promotional programs in each province and from federal and other sources.
- Meet with contractor groups on a quarterly basis to provide progress reports.
- Meet with union at regional meetings
- Others, as assigned.

Location and Reporting Structure:
The Masonry employers as represented by the Canadian Masonry Contractors Association (CMCA) believe that a Training Improvement Coordinator for the Western Region could form a critical element in their strategic vision of the masonry workforce. The CMCA already have in place, the administrative and governance structures to manage this initiative, by and throughout the Canada Masonry Centre. Their intent is to proceed to develop their position within a unilateral, management driven framework.

The CMCA would look to incorporate a Western Training Improvement Coordinator as part of a National Training directive. The Board members from Western Canada (two from Alberta, one from Manitoba, one from Saskatchewan and the president of the association, also from Saskatchewan) may form a Western management committee to oversee the function of the Western Training Improvement Coordinator.

By embracing this concept under the umbrella of the CMCA, this initiative could have the support from Ontario and its employer driven training system. This would include access to instructors, for core and specialty areas of the trade, training materials, assessment protocols, an apprentice tracking system and most significantly of all, buy-in from the employer community.

There would also be the ability to support province specific projects, which would be prioritized through a committee for implementation under the Training Improvement Coordinator role. These province specific projects could have a variety of structures (including jointly funded partnerships with labour and/or other interested groups) and would be operated and managed by ad hoc committee structures.

If this initiative was funded under a joint labour/management agreement a separate governance structure would need to be developed.

Location of this function would be influenced by where suitable candidates are located.

Requirements:
- Ability to travel between Alberta, Saskatchewan and Manitoba on a regular basis.
    - Estimates for travel: two trips from home province to each of the other two provinces per quarter – possibly three days to a week each trip.
    - Meeting with instructors if there is another forum organized (possibly in Ontario)
- Knowledge of the apprenticeship system (in-depth in at least one province and overview of the other two).
- Familiarity with masonry (not critical). This knowledge can be acquired through a proper ramp up period.
- Has experience with trades, training and/or marketing
- Skills in database management and analysis
- Contacts with relevant government representatives. These relationships need to be effective.

Remuneration:

- From $85 to $100K per annum, plus benefits (30%). Maximum total package approximately $130K

Expenses

Operating: $50K to $60K

- A toll free number $1,000
- Travel Budget of $20,000 to $25,000 (assuming approx. 60 to 70 days of travel)
- Long-distance phone plan - $2,000
- Promotional budget: $5,000 to $10,000 (depending on initiatives)
    - cost of orientation sessions
    - material for career days
    - brochures/hand-outs
    - pins/pens/hats/T-shirts
    - web-site maintenance
    - etc.
- Printing/Photocopying $1,000
- Administrative help (2 days per week for 42 to 44 weeks) - $10K to $12K
- Mobile Phone - $2,000 (including a long distance plan)

One-time/Capital: $13K to 15K

- Lap-top: $2,500 to $3,500
- Digital camera: $500
- Office furniture: $3,500
- Display booth $3,500
- Projector - $2,000
- Other $2,000

Total budget of $225K to $250K per year. Including contingency costs, special programs, web-site development and others as identified.

Regional Training Improvement Coordinator:

Operations Plan

Training Improvement Coordinator:

- ► To spearhead efforts of masonry industry in Alberta, Saskatchewan and Manitoba to attract and retain apprentices.
- ► To interface with apprenticeship branches and training institutions and advocate on behalf of the masonry industry.
- ► To promote dialogue and coordination between training systems and industry.
- ► To enable transfer of apprenticeships.

Location:

- Not yet determined, but likely near the largest market and pool of apprentices

Funding:

- Developed through multi-partite formula including labour and management from the three Prairie Provinces.
- Or through an Employer Funded iniatiative through the Canadian Masonry Contractors Association (see Tab 7)

Role:

See Tab 7

Reporting Structure:

Multi-Partite Structure Including Labour and Management:

- A Prairie Provinces Training Improvement Board would have to be created with participation from management and labour from all three provinces (assuming financial contributions from all parties)
- The Board of Directors would:
    - exercise overall the function of the Training Improvement Coordinator
    - approve all policies
    - approve all activities
    - authorize all grant applications and assume legal responsibility for grants
    - approve annual operations plan and budget
    - approve any recommendations from provincial sub-committees
    - appoint auditors
    - approve all contracts and leases
    - approve all major expenditures
    - be equal employer and union membership
    - meet semi-annually or more frequently as required

- Provincial Sub-Committees:
    - Each province could initiate a sub-committee of labour and management to identify key priorities for their region, and pass them to the Board of Directors for approval
    - Work locally with the Training Improvement Coordinator on local issues.

The alternative structure would be an unilateral employer driven program as described in Tab 7.

ASSUMPTIONS FOR TRAINING IMPROVEMENT COORDINATOR FINANCIAL MODEL:

RECEIPTS:	
Gross Contributions to TTF	Based on $.27 for Year 1-4 and $.30 for Year 5-6
Other Grants	Not applicable at this time
Interest	Estimated at 2.5% - Year 1 on the lump sum invested, Year 2 to 6 based on the amount in the cumulative surplus
Other (i.e. partners)	Other training partners such as suppliers, will require $25K per year, adjusted for inflation
Total Receipts	It will take approximately $225K to $250 to operate this initiative.
DISBURSEMENTS:	
Management and Administration:	
Administration – TTF	This amount includes, legal fees, accounting costs, administration of the training fund, as well as travel for board members (if required)
Management and Administration -	
Salaries and Administration	This includes salaries for a Training Director/Instructor and Admin support. The instructor is only brought on board part way through Year 1 and admin support brought in part way through Year 2
Occupancy Costs (including rent)	Based on a 300 sq. ft. office space (see breakdown – Admin-TIC). Need to confirm location.
Administration Expenses (office + travel)	Includes on-going office expenses (supplies, communication and a travel budget)
Equipment & Furnishings	Furnishings and equipment (computers, office furniture, fax, printer, scanner, etc.) Small maintenance budget and assumption for replacing some equipment in year 6
Marketing and Promotion	Based on potential elements of marketing strategy – est. between 20K and 22K per annum. Includes, website, brochures, promotional items (pens, pins, hats), professional presentation material, educators tool kit. Other initiatives maybe identified.
Total Disbursements	Once the program is up and running, and most one-time costs have been absorbed it will cost approximately $225K to $250/year.
Surplus / Deficit (-) on Year	Based on the above assumptions the program runs in a surplus position year to year.
Cumulative Surplus / Deficit (-) Reserve	A portion of this should be allocated to a reserve fund. Determine reserve levels. Monies over and above the reserve could be used to expand initiatives as per

	direction of industry/ board.

Elements of a Promotion/Attraction/Retention Strategy: (see attached literature review and materials)

There is a significant amount of research and initiatives in this area. Some examples of national campaigns include:

- The Canadian Apprenticeship Forum
  - Inventory project
    - Web-site: http://www.apprenticetrades.ca/
    - Web portal to information on apprenticeship training in Canada
  - Promotion project
    - Web-site: http://www.careersintrades.ca/
  - Accessing and Completing Apprenticeship Training in Canada: Perception of Barriers
    - Web-site: http://www.caf-fca.org/english/accessibility.asp
    - Consultation paper on Aboriginal experience

- The Construction Sector Council
  - Boilermakers Promotional Campaign
    - Web-site: www.boilermaker.ca
    - Educators tool box
    - Success stories
    - Aptitude quiz
    - Presentations for industry champions
    - Trade description
  - Ironworkers Aboriginal Career Awareness Program
  - Canadian Masonry Human Resources Committee – On the job training standards (pending)

- Local trade initiatives, studies done by colleges and other local organization
  - See attached summary.

A *Skills Canada* study found that recruitment campaigns had the following components:
- Sustained, Integrated, Provided consistent message, Had a branded look and feel, Used appealing creative, Had marketing coordinators driving the program at the grassroots level[1]

Potential Initiatives:
- Communication/promotion
  - Web-site
  - Brochures
  - Material for Educators
  - Material for Employers
  - Industry spokespeople – success stories
  - Exposure at career fairs
  - Video/CD-Rom
  - School visits

[1] Skills Canada – CD Rom, Skills Work! Barriers and Motivating Factors that Influence Career Choices, Skills Canada.

    - Community Outreach

- Organizational/Structural Changes
    - Selection process (is there one?)
    - On the job training approach
        - Mentoring
        - How apprentice is treated (respect/value)
    - Entry issues
        - How to get a job
        - How to assess aptitude
    - Remuneration/Steady employment
    - Career growth potential (for some)
    - Safety consideration
    - Financial support
    - Encouragement to attend school

- In-school Training
    - Relevant Materials
    - Up to date curriculum
    - Application of on-the-job skills

- Linking with other initiatives to gain greater exposure
- Customized approach for designated groups