



**CONSTRUCTION**  
ASSOCIATION OF NOVA SCOTIA

*Building with Skill and Integrity Since 1862*

**2013-2014**

**CONSTRUCTION  
ASSOCIATION OF  
NOVA SCOTIA  
ANNUAL REPORT**



# CANS 152<sup>ND</sup> ANNUAL GENERAL MEETING EVENT PROGRAM AND AGENDA OCTOBER 3-5, 2014

**An AGM you don't want to miss.  
Come for the business, stay for the bonfires.**

## Event Program

	Friday, October 3
8:00am - 10:00am	AGM Registration, Main Hotel Lobby
10:00am	Golf Registration, Brudenell Golf Course
9:30am - 3:00pm	Walking Tour of Historic Downtown Charlottetown Lunch at Lot 30 Free Time in Downtown Charlottetown
3:00pm - 6:00pm	Late AGM Registration, Main Hotel Lobby
6:30pm - 7:00pm	Pre-Dinner Reception, The Shed
7:00pm	Over the Coals and Under the Moon: Lobster Dinner in the Shed Entertainment and Bonfire
	Saturday, October 4
7:00am - 10:00am	Buffet Breakfast, Gordon Dining Room & Stillwaters
7:30am	AGM Registration, Main Hotel Lobby
9:00am	Welcoming Remarks from John Flemming, Ocean Contractors, Georgetown/Montague Room Remarks from CCA Vice-Chairman, Anibal Valente
9:30am - 10:45am	Morning Speaker: Patrick Saavedra, Planning & Architectural Design Services, York University
10:45am - 11:00am	Coffee Break
11:00am	152nd Annual General Meeting, Georgetown/Montague Room
12:00pm	Awards Luncheon and Presentations, Brudenell / Dunderave Room CANS Campaign for IWK Announcement Keynote Speaker: Timothy J. Tokarczyk, Consultant, FMI CANS Honourary Life Member Presentation Bowman Award Presentations Free Afternoon
5:30pm - 6:30pm	New Member Reception, Stillwaters (by invitation only)
6:30pm - 1:00am	Reception & Dinner Dance with The Chess Club, Brudenell / Dunderave Room
	Sunday, October 5
7:00am - 10:00am	Buffet Breakfast, Gordon Dining Room & Stillwaters



## SPEAKER PROFILES

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### PATRICK SAAVEDRA

Manager, Planning & Architectural Design Services, York University

Patrick Saavedra is the University Architect and as Director is responsible for planning, design, renovations and construction at York University. Patrick oversees approximately 200 projects a year and a number of large capital projects.

Patrick has a Bachelor of Architectural Science from Ryerson University as well as a Masters of Architecture and Masters of Urban Planning both from the University of Michigan, and has completed studies at University of Copenhagen.

Patrick has approximately 23 years professional experience as an architect, a planner and an educator. Prior to working at York, Patrick was a Director with Burt Hill Inc. (now Stantec) in Washington, D.C., a multi-disciplinary international firm, and a leader in college and university projects. With seven years teaching experience he was an adjunct professor at The Catholic University of America while in Washington, D.C. teaching in the graduate school at the School of Architecture focusing on the design of complex mixed use hybrid project; he has also been a guest critic at a number of notable architectural schools in the United States and Canada.

Patrick is currently an instructor at Ryerson University where he teaches foreign trained architects. Patrick continues to be involved in a number of advisory roles as a member of the OAA Honours and Awards Committee and the Toronto Public Art Commission.



### TIMOTHY J. TOKARCZYK

Consultant, FMI

As a consultant with FMI, Tim is deeply involved in leadership training, organizational consulting and content development. He also serves as a facilitator at FMI's Leadership Institute, a four-day program in which participants examine their unique leadership styles and learn how this style influences others. He specializes in leadership development, helping leaders improve their leadership and management skills to operate at their peak level of effectiveness.

Tim has prior experience in recruitment and leadership selection, working to help a high-growth organization more effectively recruit new employees to fit not only the job, but the culture as well. He has also worked as a consultant for a nonprofit consulting firm, providing management, financial, marketing, and operational consulting to small business owners.

Tim holds a Masters of Business Administration Degree from Ohio University and a Bachelor of Arts degree in English and political science from Marietta College, with minors in Leadership Studies and History. He is also a graduate of the Coach U Core Essentials Program.

# ABOUT CANS

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## CANS WAS THE WINNER OF THE CANADIAN CONSTRUCTION ASSOCIATION'S 2013 PARTNER ASSOCIATION OF THE YEAR AWARD

CANS represents more than 760 large and small companies throughout Atlantic Canada that build, renovate and restore non-residential buildings, roads, bridges and other engineering projects. Since our inception more than 150 years ago, CANS has continued to provide unparalleled service to our members in the areas of:

- Projects & Documents
- Membership Services
- Industry Education & Training
- Industry News & Advocacy
- Special Events

### WHO DO WE WORK WITH?

- Owners and Tender Calling Authorities
- General, Sub and Trade Contractors
- Suppliers
- Manufacturers
- Design and Engineering Community
- Municipal, Provincial and Federal Governments

### CONSTRUCTION INDUSTRY FACTS

- Over 28,000 people were employed in the Nova Scotia construction industry in 2014, accounting for about 6.5% of overall provincial employment.
- The industry contributed 4.9% to Nova Scotia's GDP compared to 5% nationally.
- Wages in construction are on average about 20% higher than the average wage in the province.

### VISION STATEMENT

The Construction Association of Nova Scotia will be the leading voice of the construction industry, respected by members, government, industry and the public as a provider of the highest quality and value added services.

For CANS history check out our history book at [www.cans.ns.ca/historybook](http://www.cans.ns.ca/historybook).



## NEW AT CANS

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### CANS CONNECT



To help meet the needs of our members across the province and region CANS developed CANS Connect, a fully integrated, high definition video-based conferencing system. CANS Connect video system will allow CANS, for example, to hold a face to face seminar on blueprint reading in Halifax while fully engaging members from Cape Breton to Yarmouth from their office or the job site. CANS Connect includes: two fully-equipped physical classrooms and the ability to provide a dedicated connection for up to 25 classrooms simultaneously (with broadcast capacity to over 3,000). Now moving into year two, CANS Connect also provides “Virtual Boardrooms” for CANS members looking for conferencing technology at a minimal cost and to enhance productivity. Members can rent a “Virtual Boardroom” to have technical meetings, engage clients with product demonstrations, refine blueprints and track team progress in real time. Learn more at [www.cans.ns.ca/education](http://www.cans.ns.ca/education).

### ONLINE BIDDING

In September 2014 CANS launched the CANS Online Bidding System for Trade Contractors. This new Online Bidding System will ultimately make the construction procurement and bid process easier by improving access, efficiency, and transparency. CANS Online Bidding System for Trade Contractors was developed in partnership with the British Columbia Construction Association and underwent over 12 months of development, training, and testing with Owners and Tender Calling Authorities (including engaging all major Provincial Tender Calling Authorities). The second phase of CANS Online Bidding which will be tailored to Prime to Owner is currently in the development phase and is scheduled to go live Summer 2015. Learn more at [www.cans.ns.ca/onlinebidding](http://www.cans.ns.ca/onlinebidding).

### EXECUTIVE CERTIFICATE IN CONSTRUCTION LEADERSHIP

CANS has partnered with Dalhousie University’s Faculty of Management to deliver world-class leadership development training right here in the province. This program will help organizations become more productive and efficient, develop their capacity and the capabilities of their people, and attract and retain the future leaders of our industry. The Executive Certificate in Construction Leadership is a five-month long cohort-based experience consisting of 15 courses where participants will develop critical leadership and industry specific behaviours, skills, and attitudes. The 2014-2015 cohort will kick off October 10th, 2014. Learn more at [www.cans.ns.ca/Dalhousie](http://www.cans.ns.ca/Dalhousie).

## CANS 2013-2014 BOARD OF DIRECTORS

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John Flemming, Chairman  
Ocean Contractors Ltd.

Cory Bell, Immediate Past Chairman  
JW Lindsay Enterprises

Darren Nantes  
Nantes Group

Rylan MacDow, 1st Vice Chairman  
The Shaw Group

Brendan Nobes  
RCS Construction Inc.

Rene Cox  
Bird Construction Company

Matthew Brunt, 2nd Vice Chairman  
Bird Stairs

Chris Sangster, Treasurer  
Stevens Group of Companies

Patrick Stiles  
Pomerleau Inc.

John Volcko  
PCL Constructors Canada Inc.

Todd MacEachern  
Wilson's Fuels Co. Ltd.

Chad Wiesner  
CABCO Communications Group

David Wood  
Municipal Contracting Ltd.

Heather Cruickshanks  
L.E. Cruickshanks Sheet Metal

Tim Houtsma  
Marid Industries Ltd.

Charles Savoie  
Black & McDonald Ltd.

Dave MacGregor  
MacGregor's Custom Machining  
Ltd.

Duncan Williams  
CANS President

John O'Connor  
Department of Transportation  
& Infrastructure Renewal



Front (L to R): Darren Nantes, Chad Wiesner, Cory Bell, Dave Wood, Duncan Williams, John Volcko, Charles Savoie, Heather Cruickshanks

Back (L to R) Brendan Nobes, Matt Brunt, John Flemming, Rene Cox, Tim Houtsma, Dave MacGregor, Chris Sangster  
Missing: John O'Connor, Todd MacEachern, Patrick Stiles, Rylan MacDow



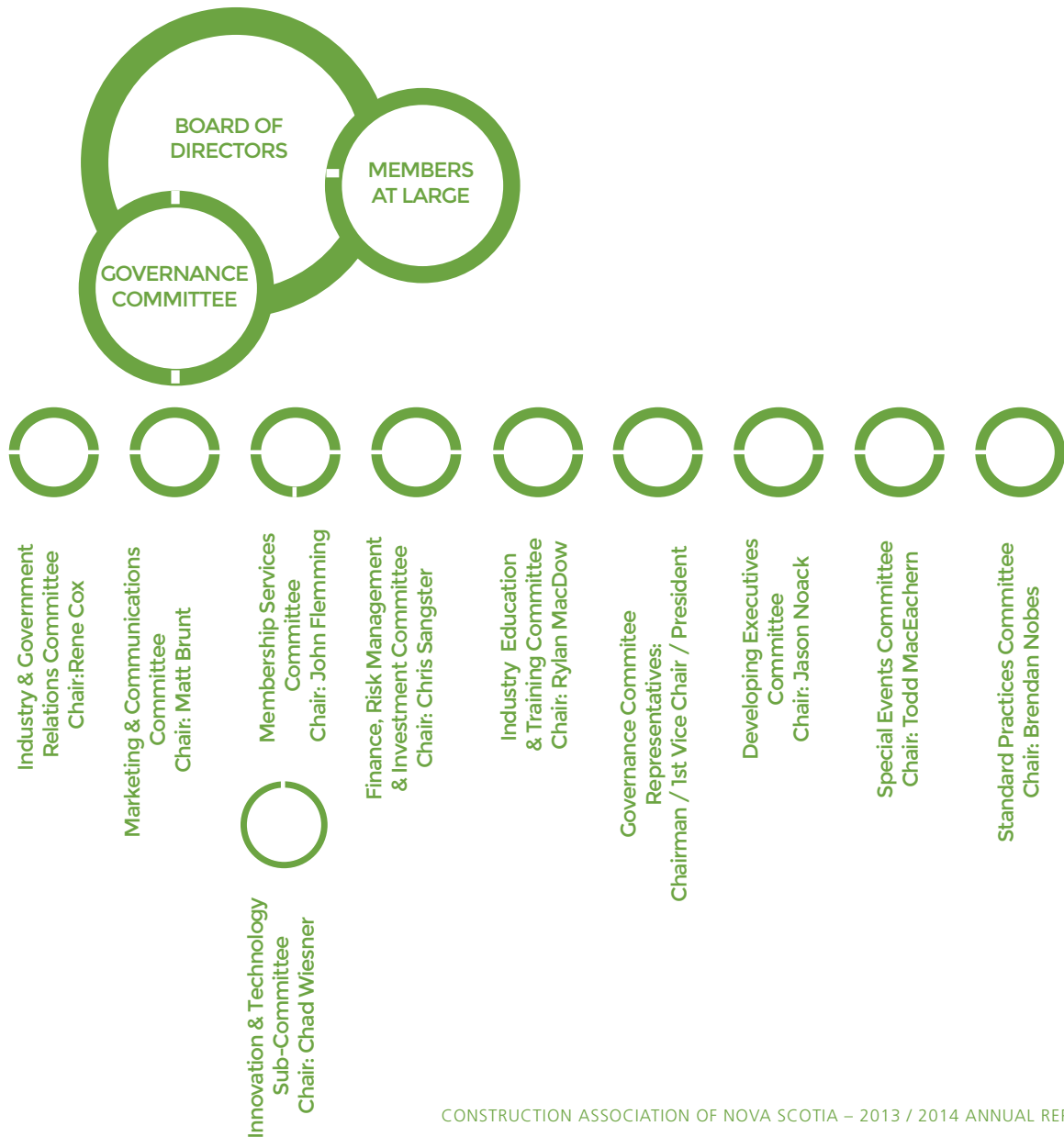
# CANS COMMITTEES

## ACTIVE CANS COMMITTEES

Industry and Government Relations Committee  
 Marketing and Communications Committee  
 Membership Services Committee  
 Finance, Risk Management, and Investment Committee  
 Industry Education and Training Committee  
 Governance Committee  
 Developing Executives Committee  
 Special Events Committee  
 Standard Practices Committee

## SUB-COMMITTEES

Innovation and Technology Sub-Committee  
 (Sub-Comm. Of Membership Committee & Marketing Committee)





## CHAIRMAN'S MESSAGE

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Two years ago at our AGM CANS celebrated 150 years as the leading voice for our industry. We spent the weekend reflecting on and celebrating our past successes and the impressive 150 year history of the Association.

At last year's AGM we launched a new CANS brand and a number of exciting new initiatives. We spent the weekend looking forward to where we saw the industry growing in 5, 10 and 15 years

and what we would need to do as an Association and an industry to achieve these goals.

This year we took a look back on this past year and all that we have accomplished in just a short time.

From an advocacy perspective 2013-14 was an extremely busy year focused on relationship building and the advancement of issues affecting all aspects of the industry.

The Provincial election held in June 2013 saw a new Liberal majority government take shape, CANS lobbied throughout the campaign on the issues we knew were important to both members and the industry and throughout the year continued to ensure the voice of industry was at the table.

CANS also continued to build and strengthen relationships with Municipal government hosting the second Council and Construction with Halifax City Council and Mayor Savage. Throughout this coming year CANS will reach out to other municipalities in the province.

Throughout 2013-14 CANS worked with the province to review Nova Scotia's apprenticeship system and saw the development of a new industry-led, industry-driven Nova Scotia Apprenticeship Agency. CANS also continued working with the Province and Municipalities to develop and revise the Nova Scotia Construction Guidelines, and began lobbying the Province for Prompt Payment Legislation in Nova Scotia that would establish minimum norms for payment schedules in the construction industry.

From a program and member services perspective, 2013-14 was all about creating new offerings to meet the needs of industry, not just today, but well into the future.

CANS Connect completed its first year with over 100 participants from across the Atlantic Region accessing training. Members also used this state-of-the-art system to hold virtual boardroom meetings connecting employees from multiple job sites at minimal cost and enhanced productivity. CANS partnered with Dalhousie University to develop a

program designed to meet the needs of emerging and well established leaders in the construction industry. This Executive Certificate in Construction Leadership enables candidates to develop critical leadership and sector specific behaviours, attitudes, skills and competencies in order to increase productivity, innovation and competitiveness. Applications opened in Spring 2014 with the first cohort beginning classes in October 2014.

CANS Advantage also saw a great deal of success in its first full year with Member companies and their employees taking advantage of the 16 program offers and discounts. Year two of CANS Advantage has now launched and includes even more unique and exclusive offers.

Another huge undertaking in 2013-14 was the creation of the CANS Online Bidding System. The first phase of this project, which is for Trade Contractors, underwent over 12 months of training and testing with owners and tender calling authorities. This new Online Bidding System will ultimately make the construction procurement and bid process easier by improving access, efficiency, and transparency.

CANS was proud to announce at the 2014 De-Icer Networking Event that it, along with the generous support of the industry, launched a monumental fundraising campaign for the IWK Children's Hospital. Our contribution will help re-build a state-of-the-art neonatal intensive care unit. This campaign is centered around building a better community for our families, our neighbors and our friends. Together, CANS members have raised \$1.5 million for the NICU.

And finally CANS received the 2013 Partner Association of the Year Award at the Canadian Construction Association's National Awards Ceremony in March 2014. This award recognizes innovation, creativity and commitment to the advancing interest of our membership and our industry.

I encourage you to take the time to read through this Annual Report which outlines all that CANS and the industry achieved throughout 2013-14 and what we have in store for the upcoming year.

It has been a pleasure and an honour to serve as your Board Chairman this past year and to be part of some-thing I know has a real impact on our ever changing industry. I would like to take this opportunity to thank the members of the Board of Directors, Duncan and the CANS staff.

A handwritten signature in black ink, appearing to read 'John Flemming'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

John Flemming  
Chair of the Board





## PRESIDENT'S MESSAGE

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When I first joined the Construction Association of Nova Scotia (CANS) in 2011, one of my first undertakings was to lead the Association into a new strategic planning process. That fall, we embarked on a province wide consultation with members, stakeholders, partners and our leadership volunteers. The process not only engaged stakehold-

ers in a conversation about the value of our organization, but brought about a fundamental rethinking about our role and how we would remain relevant. The process also provided insight into the challenges and opportunities facing the industry, further shaping our future and our role in the industry.

We launched the strategic plan in the fall of 2012 after more than a year of surveys, focus groups, retreats, one-on-one meetings, town hall meetings, etc. At the time the goals and priorities set out in the Plan seemed lofty - a lot would need to change in the way CANS operated internally and in how we externally engaged members, stakeholders, industry and the public. But we knew one thing - in order to play the role we aspired to and do our part to move the industry forward, this change would be necessary and we were up to the challenge.

Now midway through this Strategic Plan, I am happy to report that we are well on track with the goals we set out to achieve. We are a stronger, more relevant Association that looks to future trends and best practices, and perhaps even more importantly, is setting trends, building new relationships, and implementing new technology that will position us for success.

As you will see in this year's Annual Report, 2013-2014 was a year of continued growth. From the development of our new brand to the creation of new regional events, and the success of CANS Connect to the launch of CANS Online Bid-

ding System for Trade Contractors, CANS continued to make bold moves to lead the pack while many Associations across the country, unfortunately, continued to struggle.

This past year CANS was recognized for our growth and development over the previous two years having been awarded the 2013 Partner Association of the Year Award from the Canadian Construction Association's National Awards Program. While this is a tremendous honour and validates the hard work that the Association has been doing on our member's behalf, it also reminds us that we cannot rest on our laurels. With two years left to go in this iteration of the Strategic Plan, we must continue to keep our eye on the prize, continue to excel, work even harder to expand our services, be on the bleeding edge of trends and technology, continue to find new ways to engage our members, and build even stronger relationships with stakeholders.

In the coming year we will begin preparing for the next iteration of the Strategic Plan. We will be once again be looking for your feedback and input through surveys, focus groups, and visioning sessions to establish and validate the priorities of the Association. I encourage each and everyone one of you to share your thoughts and ideas and to help us shape the future of CANS and the industry.

I would like to extend my heartfelt appreciation to our exceptional staff and volunteers for their dedication and commitment to the industry and our members.

A handwritten signature in black ink, appearing to read "Duncan Williams". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Duncan Williams  
President

# OUR TEAM

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## 2013-2014 CANS STAFF



Duncan Williams, President

Duncan reports directly to the Board of Directors and works closely with committees, task forces, and sub-committees in the pursuit of organizational priorities and goals. He is primarily responsible to carry out the strategic plans and policies as established by the Board of Directors. The President is also responsible for the overall operations of the Association while guiding, supporting, and directing the work of CANS staff.



Melody Hillman, Executive Assistant & Manager, Special Projects

Melody is responsible for directly assisting the President, Governance Committee, and Board of Directors. She also manages the timeline and implementation of CANS special projects and initiatives.



Juanita MacDonald, Manager, Industry Development and Human Resources

Juanita manages the Building Futures for Youth and Industry Education and Training programs. She coordinates CANS Human Resources and is also responsible for member relations, administering the Gold Seal program and various industry development initiatives.



Rob Lewis, Financial Services Lead

Rob is responsible for all of the Association's accounting, including accounts payable and accounts receivable, payroll, expenses and all operational transactions.



Alain Lefebvre, Building Futures for Youth Lead

Alain is responsible for coordinating the day-to-day planning, delivery and administration of the Building Futures for Youth program which provides youth with the opportunity to explore career options in the construction trades.



Janet Tobin, Communications and Marketing Lead

Janet is responsible for the development, implementation and evaluation of all CANS communications and marketing functions and strategies and fostering a positive image and reputation for CANS and the construction industry while building and maintaining positive relationships with industry partners.





Nancy Thompson, Industry Education and Training Lead

Nancy is responsible for the day-to-day coordination of the Industry Education and Training program which provides relevant and cost effective professional development opportunities to the construction industry in Atlantic Canada.



Britney MacNeil, Events Lead

Britney is responsible for the successful execution of CANS' Special Events and Developing Executives events. She also manages the recruitment and retention of CANS member companies and company accounts in Cape Breton.



Andrea Tawse-Smith, Administrative Program Support

Andrea is responsible for providing administrative support to the Member Services Specialist Team, Building Futures for Youth program and Industry Education and Training program.



Daun Martin, Member Services Specialist Team Lead

Daun manages the Member Services Specialist Team and the day-to-day services of providing members with tender documents for the four Atlantic provinces, CANS printing services, and CCA and CCDC documents.



Lesley Whynot, Member Services Specialist

Lesley provides membership service and is an integral part of the projects team providing members with tender documents for the provinces of New Brunswick and Newfoundland.

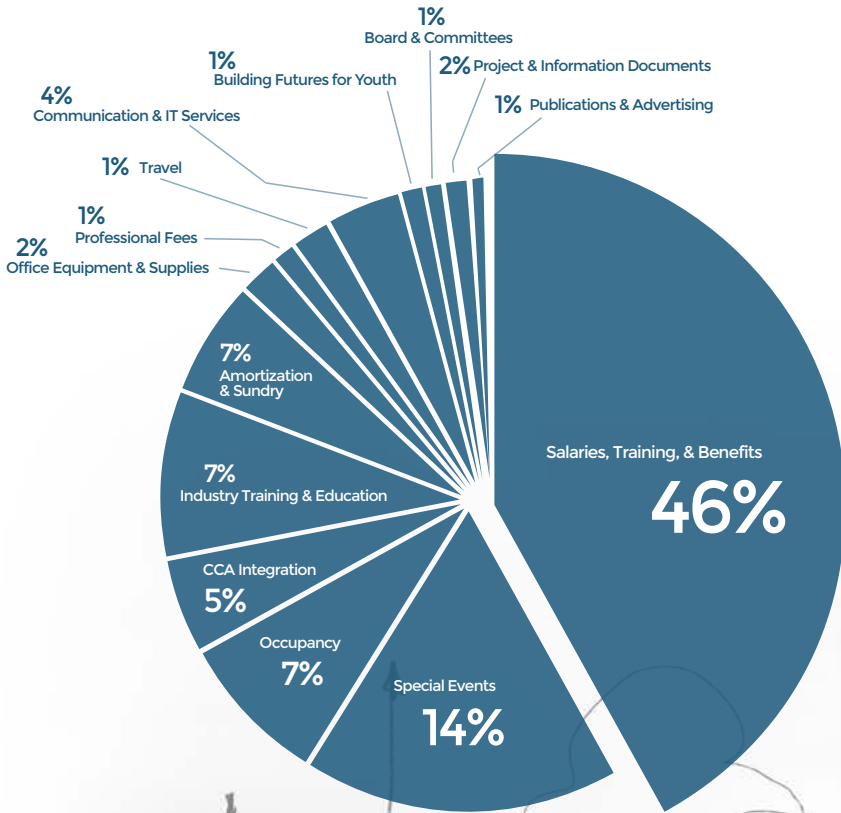


Cassie Edgar, Member Services Specialist

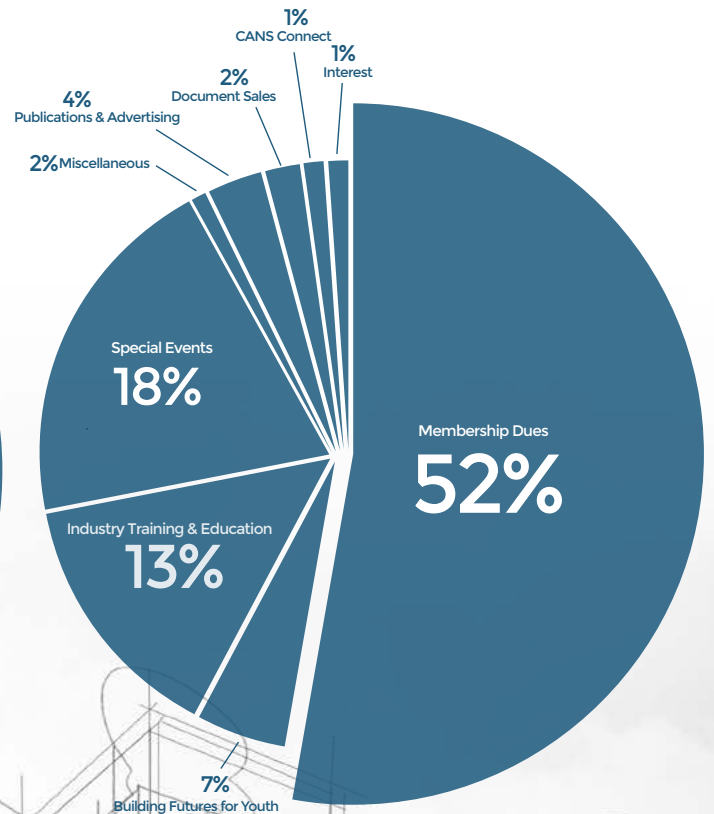
Cassie provides membership service and is an integral part of the projects team providing members with tender documents for the province of Nova Scotia.

# FINANCIAL SNAPSHOT

2013 - 2014 EXPENSES



2013 - 2014 REVENUE





## CONSTRUCTION ASSOCIATION OF NOVA SCOTIA SUMMARY STATEMENT OF FINANCIAL POSITION

AS OF JUNE 30, 2014

	2014	2013
	\$	\$
<b>ASSETS</b>		
Cash and short term investments	1,262,542	1,399,480
Other current assets	108,510	24,627
Capital assets, net of accumulated amortization of \$805,401 (2013- \$745,315)	237,606	285,978
	1,608,658	1,710,085
<b>LIABILITIES AND NET ASSETS</b>		
Deferred revenue	608,501	727,753
Other current liabilities	257,627	260,279
Net assets - Restricted Funds- Building Futures Fund, Special Events & Projects Fund, Strategic Plan Fund and Information and Technology Fund	266,969	253,870
Net Assets - Operating Fund	475,561	468,183
	1,608,658	1,710,085

## SUMMARY STATEMENT OF OPERATIONS

AS OF JUNE 30, 2014

<b>REVENUES</b>		
Membership dues	928,193	921,036
Special events	319,698	323,425
Other revenues	521,932	334,098
	1,769,823	1,578,559
<b>EXPENSES</b>		
Salaries	671,043	603,525
Occupancy	127,612	128,279
CCA fees	89,080	87,146
Special events	239,556	282,159
Amortization	57,910	53,219
Other expenses	562,247	495,207
	1,747,448	1,649,535
<b>NET INCOME FOR THE YEAR</b>	<b>22,375</b>	<b>112,317</b>



# HIGHLIGHTS

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## HONOURARY LIFE MEMBER

The Construction Association of Nova Scotia is pleased to present the 2014 Honourary Life Membership to Tim Nobes.



When Tim Nobes began working in the construction industry at Anglin Norcross Corporation Limited in 1967 it was a solid career choice, one that would provide for him and his family, but he didn't anticipate that the industry would have such an impact on his life or that he would have such an impact on the industry. "It is such a great ride," says Tim of his nearly fifty year career. "To be able to work in a field where you get to see something started and finished, it is a real sense of accomplishment."

In 1968 Tim moved to Nova Scotia to work with Dineen Construction and in 1973 started his own business, Sigma Construction. Over the next 30 years Tim's involvement in Nova Scotia's construction industry continued to grow and in 2003 Tim was elected Chair of the Board of the Construction Association of Nova Scotia. Under Tim's leadership CANS set out to create the Association's first Strategic Plan. "It was a lofty goal," says Tim. "But we knew we needed make the Association more inclusive of the entire province, to begin to change our image, and to toot our horn a little."

The first Strategic Plan included an extensive process of engagement with companies across all segments of the membership from Cape Breton to Digby asking members to help set the future direction of the Association. "We began these changes to grow the membership, to cater to our clients, and to ensure that the industry and the Association were growing together in the same direction," says Tim.

Since 2003 CANS has renewed the Strategic Plan twice, first in 2008 and again 2012. With each iteration it is clear the impact that Tim and the development of this first Strategic Plan has had on the Association's long term goals. CANS has continued to grow to appeal to the changing needs of its membership, adapting programs and services, creating new events, lobbying government, and staying on top of trends in building and technology.

"The goal was always for CANS to take over the world," adds Tim light-heartedly. "We were, and still are, the best Association in the region."



# HIGHLIGHTS

A WINNING PARTNERSHIP - CANS CAMPAIGN FOR THE IWK

Excellence is  
the foundation  
of great care.



**TOGETHER, CANS MEMBERS HAVE RAISED  
OVER \$1.5 MILLION FOR THE NICU!**

In the Construction Industry we are all very dedicated to our work, but it's not every day we can say we are helping to save lives. Throughout 2013-2014 CANS, along with the generous support of the industry, supported a monumental fundraising campaign for the IWK. Our contribution will help

re-build a state-of-the-art neonatal intensive care unit.

CANS, our Campaign Leadership Team, and the industry recognize the importance of building healthy communities, and as Atlantic Canadian builders want to be part of building world-class facilities right here at home. This is about building a better community for our families, our neighbours, and our friends. A huge thank you to all of you who became a champion for the CANS Campaign for the IWK and have experienced how great it feels to give children in our region a future they deserve.

Thank you to the following contributors for their leadership gifts of \$50,000+



Other supporters of this campaign include:





# HIGHLIGHTS

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## CANS 151ST ANNUAL GENERAL MEETING



The CANS 151<sup>st</sup> Annual General Meeting (AGM) was held October 4 – 6, 2013 at the Digby Pines Golf Resort & Spa in Digby, Nova Scotia. The 2013 AGM celebrated the milestones of 2012 – 2013 and reported updates of the new Strategic Plan.

Friday kicked off the AGM festivities with a Golf Tournament at Digby Pines Golf Course, an Annapolis Historic Gardens Tour, a Highlands Winery Tour with lunch and wine tasting, and a visit to the Flight of Fancy Art Gallery in Bear River. Delegates were treated to dinner with Hypnotist Ian Stewart and then enjoyed late-night entertainment by Keith Andrews.

Saturday morning, attendees heard from keynote speaker Bob Collins, Economist, Construction Sector Council. Saturday lunch guests saw presentations made to the 2013 CANS Honourary Life Member, Keith MacRae. Bowman Awards were also presented at the awards luncheon – congratulations to all 2013-2014 Bowman Award recipients.

## BOWMAN AWARD RECIPIENTS: 25 YEARS OF CONTINUOUS MEMBERSHIP



Each year, CANS recognizes companies that have held continuous membership for more than 25 years by presenting them with the Bowman Award. The Bowman Award is named after Earle Bowman of Fundy Construction – a past President and Honourary Life Member of CANS. To honour the efforts and grand achievements of this prolific mover and shaker in the construction industry, companies are awarded for their years of membership and displaying a degree of dedication that would make Earl Bowman proud. To date, over 170 member companies have received Bowman Awards.

### 2014 – 2015 BOWMAN AWARD RECIPIENTS

Delmar Construction  
Fowler Construction Services  
Gil-Son Construction Ltd.  
Hanscomb Limited  
L.E. Cruickshanks Sheet Metal Ltd.

Municipal Ready Mix Limited  
SimplexGrinnell  
Superior Contracting Ltd.  
Turf Masters Landscaping Ltd.



## HIGHLIGHTS

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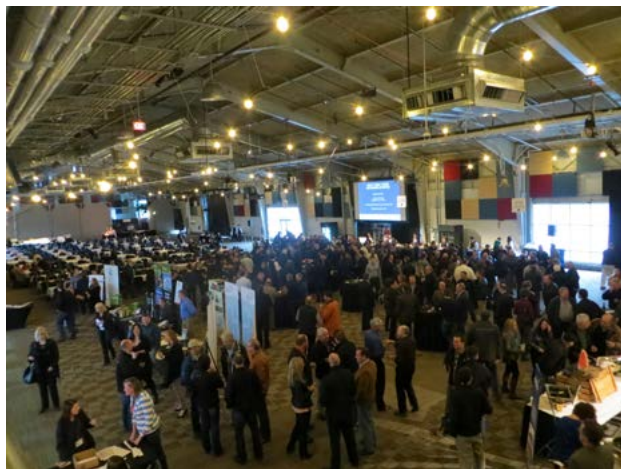
### 2013 CANS SOFTBALL TOURNAMENT



The CANS Slo-Pitch Tournament is a great networking opportunity for CANS members – spanning a Saturday and Sunday at the end of August the 2014 Slo-Pitch Tournament was held in Kentville, Nova Scotia. Building camaraderie and team spirit, CANS members spend the weekend striving to be the tournament champions so they can bring home the trophy on Sunday.

Eight teams came out to play in the 2014 CANS Softball Tournament in both our Competitive and Fun Divisions. The Competitive Division trophy-winning team was Bird-Stairs, and the runner-up was BIRD-MAAX. The Fun Division trophy-winning team was Power Vac Belfor with Rafuse Mechanical as the runners-up. Congratulations to the winners, and a big thank you to all participating teams!

### 2014 CANS DE-ICER



Whether you chose lobster, roast beef, or stayed near the mussel bar all night, you were sure to have a great time at the largest industry event of the year as we kicked off the construction season for 2014.

More than 1,600 guests came out to the Cunard Centre in Halifax for great food, entertainment, networking, and maybe a drink or two at the 2014 De-Icer.

Guests were entertained throughout the night by returning musical act Keith Andrews and also enjoyed Ambassadors' shuttle-bus service which transported guests to the Westin Hotel, the Marriott Harbourfront Hotel and Argyle Street in downtown Halifax. This year's CANS-IWK Capital Campaign Blitz was also an overwhelming success, with the CANS Developing Executives Group helping raise over \$7,000. CANS would like to thank all the sponsors of the 2014 CANS De-Icer – your support is greatly appreciated!

Next year's CANS De-Icer will take place in April 2015 at the Cunard Centre. Stay tuned for more details!

## CANS DE-ICER



# HIGHLIGHTS

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## CANS 52ND ANNUAL GOLF TOURNAMENT



Players had beautiful weather as they played their round and enjoyed sponsor activities, networking and our post reception June 19th, 2014 at the CANS 52<sup>nd</sup> Annual Golf Tournament. Held at Fox Hollow Golf Club and The Links at Penn Hills courses, the day was a huge success with over 250 golfers from the construction industry.

Thank you to all participating golfers and congratulations to our four trophy winners:

- 1st Place: Xylem Water Solutions #1
- 2nd Place: Killam Properties Ltd.
- 3rd place: rcs Construction #1
- 4th Place: J.W. Bird & Company Limited #1

Special thanks to all our sponsors for their support and for helping make the day a huge success! The 53rd Annual CANS Golf Tournament in June 2015 will see even more course activities and sponsors and promises to be the best year yet – we hope to see you there!

## 2014 CANS SPRING FLING



The sun was sinking into the horizon of the beautiful Lingan Golf & Country Club on the 20-degree spring afternoon at the 2014 CANS Spring Fling Dinner held in Cape Breton. Over 65 guests enjoyed Atlantic lobster, slow roasted beef, hors d'oeuvres, refreshments, and warm patio-weather on Friday, May 16 at Flavor 19 Restaurant.

We were pleased to have Mayor Cecil Clarke as our guest speaker, who followed presentations on the CANS-IWK Fundraising Campaign, Gold Seal Certificate Program and other updates. Entertainment Kintyre Lite (Mark MacIntyre, Jason Kempt, Jennifer Roland) concluded the evening with some Cape Breton music!



# YEAR IN REVIEW

## PROJECTS

Year over year CANS members continue to rank Projects and Tenders as the most important service or program CANS offers. To ensure that CANSnet is the most comprehensive Projects and Tendering service in Atlantic Canada CANS continues to monitor trends and member feedback, making ongoing improvements to meet member and industry needs.

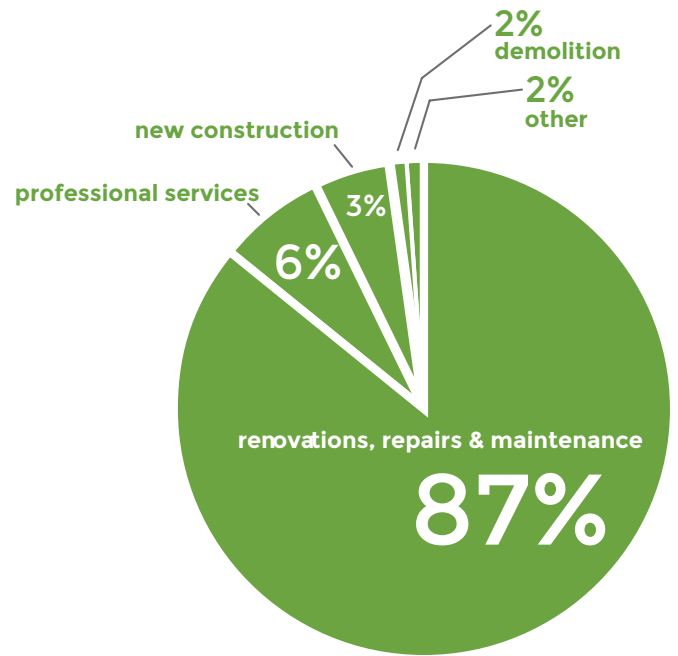
Continuing on the tremendous success and growth of our Projects and Tenders in 2012–13, in 2013–14 our Projects Team worked diligently to ensure all project information is posted and available within 24 hours of receipt. The Projects Team marked a 44% increase in the number of projects displayed in 2013–14 compared to the previous year and is already seeing increases for 2014–15 in all Atlantic Provinces.

CANSnet 101 courses have continued to be a big success providing members with quick and easy tools to help them utilize all features and navigate CANSnet more effectively. Our Projects team has also begun delivering private CANSnet 101 sessions to member companies.

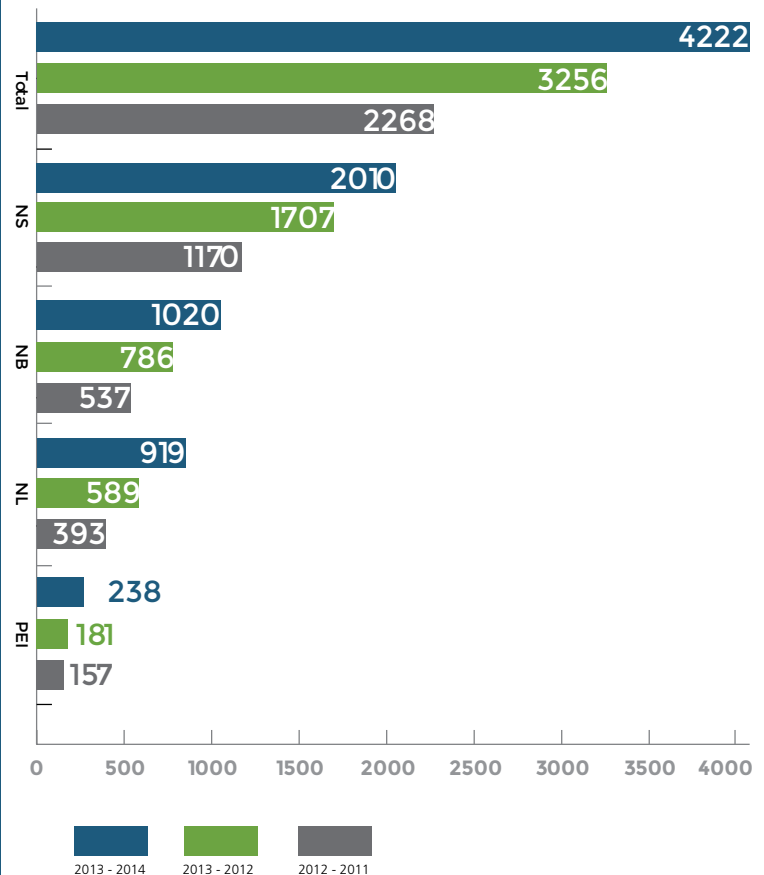
Perhaps most notably for 2013-14 was the development of the CANS Online Bidding System for Trade Contractors which will ultimately make the construction procurement and bid process easier by improving access, efficiency, and transparency. Throughout 2013-14 CANS Online Bidding has undergone significant testing with stakeholders, with the first public project slated to begin Fall 2014.

With many exciting initiatives on the horizon, 2014-15 is shaping up to be a great year. CANS will be working towards even more aggressive benchmarks for posting projects, streamlining tenders by working closely with Owners and Tender Calling Authorities, working to bring in more private projects and tenders, and broadening the scope of tenders to meet the needs of members.

2013-2014 PROJECTS BY TYPE



PROJECT COUNT YEAR OVER YEAR







# EMPLOYERS WHO ARE MAKING A DIFFERENCE

## 2013-2014 HOST EMPLOYERS

Access Contracting Ltd.  
Allstar Rebar (Nova Scotia) Ltd.  
Aluma Systems Inc.  
Asbestos Abatement Ltd.  
Annapolis Valley Reg. School Board - Operations Department  
BCL-Buildon Construction Limited  
Bird Construction Group  
Bird Stairs  
Black & McDonald Limited  
Brewster Well Drilling  
Calvin MacDonald Forming Ltd.  
Cape Breton-Victoria Reg. School Board - Operations Department  
Cherubini Metal Works Limited  
CKG Overhead Crane and Hoist Ltd.  
L.E. Cruickshanks Sheet Metal Ltd.  
Dexter Construction Company Ltd.  
Fairline Electric  
Flynn Canada Ltd.  
Garian Construction Ltd.  
Graves Electrical Ltd.  
Higgins Construction Ltd.  
Hiltz & Seamone Co. Ltd.  
Halifax Regional Municipality - Parks and Open Spaces  
Halifax Reg. School Board - Operations Department  
Ideal Electric Limited  
Kent Building Supplies - Yarmouth  
Kevin McCully Property Management  
LaHave Paving Ltd.  
Lenihan Paving Inc.  
Lindsay Construction  
McCarthy's Roofing Ltd  
Nova Scotia Department of Transportation and Infrastructure  
Renewal - New Minas  
NSCC Burrige Campus - Facilities Department  
NSCC Lunenburg Campus - Facilities Department  
NSCC Marconi Campus - Facilities Department  
NSCC Shelburne Campus - Facilities Department  
Ocean Contractors Limited  
Orchard Creek Construction  
Pinaud Drywall & Acoustical Ltd.  
PMC Roofing Limited  
PNL Communications  
Portable Welders Ltd.  
Precision Concrete Services Limited  
RCS Construction  
RKO Steel Ltd.  
ROCLAN Construction  
Roscoe Construction Ltd.  
RPH McElroy  
Shep-Com Construction Ltd.  
Spar Marine Ltd.  
Strait Reg. School Board - Operations Department  
Target Hydraulics & Machine Works Ltd.  
The Ice Man Air Conditioning & Maintenance Ltd.  
United Rentals  
VanOirschot Builders inc.  
WINMAR  
Zutphen Contractors Inc.



## BUILDING FUTURES FOR YOUTH 2014 - BY THE NUMBERS

- 76 Nova Scotia students experienced work in the construction industry
- 54 Nova Scotia businesses hired a local student through the program
- Approximately 228 full high school course credits were earned
- Approximately 22,800 Construction Trades Pre-Apprenticeship hours were banked
- Four \$1,000 Scholarships were awarded
- 86 students received a Certificate of Awareness in Construction Safety from NSCC
- 86 students trained and certified in Fall Protection & Scaffolding Awareness through NSCSA

# INDUSTRY EDUCATION & TRAINING

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CANS' award-winning Industry Education and Training program provides valuable training opportunities for career development, skill building, and enhancement – designed specifically for the construction industry. The Industry Education and Training program is delivered in a number of formats including workshops, seminars, e-learning sessions, private and custom training, and lunch and learns.

As a leader in education and training since 2005, CANS offers a comprehensive range of continuing education sessions to ensure the construction community is on top of the latest trends, technologies, legislation, regulations, and best practices in the industry. CANS engages experts in the industry and uses real-life examples and practical activities to support learning and improve the skills of members ensuring their return on investment and the continued success of their companies. In an effort to help members reach their Gold Seal accreditation, all of CANS education and training courses are Gold Seal accredited. In addition, CANS has built and increased the number of packaged full programs to satisfy the Gold Seal 30 hour program requirements.

In 2013-14 the Industry Education and Training Committee continued to grow and introduce new course offerings to better meet membership needs. The 2014-15 course year is now underway and will run from September 2014 to April 2015 with courses available in Cape Breton, Yarmouth, and our Dartmouth location.

## SNAPSHOT OF 2013-14 TRAINING YEAR

- 102 member employees received training through CANS Connect
- 3 Private Corporate Sessions were held
- 69 member companies registered their employees in training
- 8 participants registered for the Dalhousie Executive Certificate in Construction Leadership
- Over 500 people participated in training
- Over 70 members are moving forward with their Gold Seal applications
- Over 100 members attended a "Tell Me About Gold Seal" session
- 4 courses were held in Yarmouth and Sydney
- CANS introduced the Training Incentive Fund (TIF)
- CANS assisted member companies in receiving over \$65,000 in funding

## EDUCATION FOR THE CONSTRUCTION INDUSTRY GOING FORWARD

CANS education and training programs are focused on enhancing the leadership skills of Project Managers, Safety Personnel, Foremen, and Superintendents who need to lead their teams. By attending CANS' Industry Education and Training Program participants will gain the resources, tools, and information to develop and improve their skills.

By increasing your team lead's professional competencies in personal development, leadership, management, and self-management we are building your organization's future.

## COURSE CATEGORIES INCLUDE

- Fundamentals
- Construction Law
- Construction Management
- Human Resources
- Professional & Leadership Skills
- Communications
- Business Development
- High Level Expert Series
- Action Oriented Leadership
- Advanced Manager and Superintendent





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## CANS CONNECT

With over 100 users accessing education and training through CANS Connect, a high definition video-based education system, we continue to reach geographical areas in rural Nova Scotia and Atlantic Canada. This technology has assisted our members in reducing costs to travel to access training. Due to the success of CANS Connect CANS now offers all courses and lunch and learns through the system.

This new state of the art video system includes: two fully-equipped physical classrooms and the ability to provide dedicated connection for up to 25 classrooms simultaneously (with broadcast capacity to over 3,000). Participants can access training through a PC, Mac, Android or IOS device.

## PRIVATE TRAINING: INVESTING IN SKILLS TRAINING

CANS is dedicated to assisting member organizations with developing their internal talent. CANS provides knowledgeable staff to help assess your internal organizational training needs and works with you to build training programs designed to achieve the specific results your organization is looking for.

CANS moves beyond the 2014-2015 Industry Education and Training Catalogue to create custom training sessions based on the latest best talent management and leadership practices that are relevant, up-to date, and developed by industry experts that specialize in adult education.

The process focuses on experiential and action learning that can be practically applied to everyday work life through such strategies as co-development groups, one-on-one follow-up sessions, and individual Gold Seal development plans.

## GOLD SEAL

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The Canadian Construction Association (CCA) Gold Seal program is a national certification program based on a candidate's education, experience and their ability to satisfy rigorous standards. The certificate signifies that the individual has attained a nationally recognized level of experience and competence in their field. Gold Seal certification can be obtained in the following occupations: project manager, estimator, superintendent, and safety coordinator.

More and more frequently CANS is seeing Gold Seal Certification as a requirement to bid on both public and private work, making it important for construction companies in Nova Scotia to enhance their innovation, productivity, and competitiveness through training. Bottom line: Gold Seal Certification, the national standard for construction management competence, is your competitive advantage.

# CANS 150TH ANNIVERSARY INDUSTRY CAMPAIGN: CELEBRATING SIX YEARS OF CANS SUPPORT FOR NSCC STUDENT SUCCESS

Over the past six years CANS donors have provided instrumental support to NSCC students in construction-related programs, helping them overcome financial barriers and gain the skills needed to be successful in the construction industry. During these six years, CANS donors have reached a significant milestone – over \$150,000 in scholarships and bursaries have been awarded to 164 NSCC students to date. We have celebrated this milestone with you in various ways over this past year. Last June at the CANS annual golf tournament, we shared conversations and candies on a rainy day. In March, the CANS Celebration Dinner held at the Akerley Campus provided a great opportunity for many CANS donors to meet and dine with CANS student award winners. As we move forward into a new academic year, we are delighted to announce that the number of CANS scholarships and bursaries being offered annually has increased, bringing the total number to 46. Because of your generosity more NSCC students in construction-related programs will receive financial support and prepare for future success in the construction industry.



*“I believe hard work has its rewards and sometimes people just need a little help – which is exactly what these awards have provided me.”*

**Jeffrey Ross**  
Plumbing program, Shelburne Campus  
• C.C. MacDonald Award

CANS donors gave

**\$1.15**  
million

CANS donors have given \$1.15 million to the CANS 150th Anniversary Industry Campaign.

CANS scholarships and bursaries have supported 164 NSCC students to-date, reaching students in communities across the province.

**164**  
CANS student award winners

**nscc**  
Foundation



*“Although relatively young in years, I possess the attitude and positive spirit to succeed. This award allows me to focus on my studies and continue to plan for my future.”*

**Zachary Butt**  
Construction Management Technology,  
Waterfront Campus  
• J.R. Eisener Contracting Limited Award  
• PCL Constructors Canada Inc. Award



## CANS DEVELOPING EXECUTIVES GROUP

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The Developing Executives Group was established in 2001 to provide a venue for younger employees of CANS member companies to network and become more involved in the construction community. In September 2011, the group celebrated its 10th anniversary.

By joining the CANS Developing Executives Group, CANS members aged 40 and under can participate in a variety of business networking events with the opportunity to make new contacts within the industry.

These annual signature events included the 2013 Developing Executives Meet & Greet on the Harbour, 2013 Golf Tournament, 2013 Pool Tournament, and 2014 Curling Bonspiel. Additionally, the Developing Executives Committee helped raise over \$7,000 at the 2014 De-Icer in support of the IWK Health Centre as part of the CANS-IWK Capital Campaign.

The Developing Executives Committee will continue to grow initiatives and events in 2014-15, and will build upon community-involvement initiatives for networking and professional growth opportunities. Stay tuned for details!



From left to right: Ben Vincent, Altantica Mechanical Contractors Ltd.; Kyle Larkin, Larkin Architectural Specialty Products Limited; Jessica Waite, Stantec Consulting Ltd.; Nick Wilson, Dexter Construction; Victoria Stanhope, Stanhope Simpson Insurance Ltd.; Andrew Jeans, J.W. Bird & Company Limited; Jason Noack, Marid Industries Limited.

# MESSAGE FROM THE CANADIAN CONSTRUCTION ASSOCIATION

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All CANS members reported to CCA as such by CANS automatically become members of the Canadian Construction Association (CCA). CCA is your National Voice and your advocate on the national scene. CANS is a CCA Partner Association and as such participates and contributes to the formation of national industry policies and positions through its involvement and partnership with CCA. Here are a few of CCA's recent accomplishments and current priorities:

## INFRASTRUCTURE INVESTMENT

CCA continues to work with the Federal and Provincial Governments to ensure the smooth implementation of the new 10-year \$53.5 billion Building Canada Plan (BCP). A key improvement was the indexation of the annual \$2 billion Gas Tax Fund.

## LABOUR SUPPLY & TRAINING

Immigration Reform - CCA has been successful in achieving reforms to Canada's temporary foreign worker and permanent immigration programs to make them much more construction friendly. CCA has been very much involved in consultations this past year regarding the Federal Government's new Express Entry system for permanent immigration that will go into effect January 1, 2015.

## FEDERAL TENDERING & CONTRACTING PRACTICES

Apprenticeship Promotion – CCA was able to convince the Federal Government not to promote apprenticeship by mandating quotas in its construction contracts and to instead first compile information on how many apprentices are currently employed on federal projects through a voluntary reporting system.

## DCC MOVING TO FULL EPROCUREMENT

With Defence Construction Canada (DCC) announcing that it intends to move to full electronic procurement for its construction contracts, CCA is providing input into the RFP process to ensure that the system selected is best suited to construction procurement, (e.g. a true online and real time system as opposed to an upload system; a system that permits the modification and withdrawal of bids after submission but before closing, etc.)



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#### POOR QUALITY OF DESIGN DOCUMENTS

CCA has developed a checklist of what a complete set of design documents should include and is conducting a series of cross-country seminars.

#### PUBLIC SECTOR SELF-PERFORMANCE AND COMPETITION

The CCA Civil Infrastructure Council has developed a checklist to ensure public owners include in their comparisons of in-house construction vs. contracting-out all pertinent cost items.

#### NEW STANDARD DOCUMENTS

The new CCDC Design-Build Contract Forms CCDC14 & 15 were released this past year. Coming soon are the new CCDC29 – A Guide to Pre-qualification and CCA 26 A Guide to the Construction Management Project Delivery Method. Expected later this year are the new CCDC 21 – A Guide to Construction Insurance and an updated version of CCDC 3 Cost Plus Contract.

#### NATIONAL INDUSTRY ETHICS COURSE

CCA is working with BuildForce Canada to develop a national construction industry ethics course. BuildForce Canada has a functioning Construction E-Learning Centre and has operated an e-learning facility for its own courses since 2005.

#### NEW TECHNOLOGIES/METHODOLOGIES

CCA continues to support the initiatives of the Institute for BIM in Canada (IBC) and Canadian Construction Innovations (CCI) to promote awareness of new technologies.

#### INDUSTRY DRUG & ALCOHOL PROGRAMS

A CCA Task Force is currently developing educational resources on drug and alcohol workplace policies and programs.

#### FOREIGN COMPETITION

CCA was able to convince Finance Canada this past year to permit Export Development Canada (EDC) to continue to provide performance security guarantees to Canadian-based contractors for projects situated in Canada that require letters of credit for performance security despite new regulations that would have severely limited EDC's ability to do so.

#### PROMPT PAYMENT & LIEN LEGISLATION

CCA is developing recommended national guiding principles for prompt payment legislation as well as a set of model lien legislation principles.

# CANS STRATEGIC PRIORITY AREAS

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## KEY PRIORITY PROGRESS REPORT

During 2011 and 2012 CANS renewed its Strategic Plan which outlined seven key priority areas intended to have a significant impact on the Associations' value to its members and ongoing relevance in the industry. Now a full year into the implementation of the plan CANS is pleased to provide you with the following key priority area update:

## INDUSTRY & GOVERNMENT RELATIONS

Committees Responsible: Government Relations Committee (Chair, Rene Cox), Standard Practices Committee (Chair, Brendan Nobes), Building Futures Sub-Committee (Chair, Cory Bell)

## WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the area of Industry and Government Relations when we are a part of the decision making process on public policy that affects our industry. Seen as the subject matter experts, CANS will be proactive in approach through relationship building and actively advancing the interests of CANS members and the industry at all levels of government and within the industry.

## WHAT WE'VE ACCOMPLISHED

### Apprenticeship Review

In 2013 CANS made recommendations to the Minister of Labour and Advanced Education regarding the Nova Scotia Apprenticeship system. These recommendations will see employers more involved and accountable and will create more apprenticeship opportunities and improve support as well as the creation of a Special Operating Agency. Throughout the past few months CANS has continued to play an active role in the development of this new industry-led, industry-driven Nova Scotia Apprenticeship Agency.

### Relationship Building with Government

#### Provincial Government

CANS continues to build and strengthen existing relationships with staff and elected officials in our Provincial government. CANS is frequently asked to participate as an industry representative for panels, ad hoc groups, consultations, and round-table discussions on a wide range of topics from labour to procurement, and from safety to apprenticeship. CANS has held meetings with each of the Provincial Caucuses to discuss issues relevant to the industry and build relationships and continues to bring forward issues that are important to members.

#### Municipal Government

CANS held the 2nd Council and Construction Event in April 2014 where members of the CANS Board of Directors met with members of Halifax Regional Municipality's (HRM) Council and Mayor Savage to discuss building stronger relationships between HRM and industry and to identify issues. This event was a huge success and the consensus from both groups was to ensure we continue to work closely together to move important issues forward. CANS will also be looking to hold similar meetings in other municipalities throughout Nova Scotia in 2014-15.





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### Builders' Lien Act

CANS has long advocated for amendments to the Builders' Lien Act and in 2012 was part of the consultation process submitting formal recommendations to The Law Reform Commission of Nova Scotia for the proposed new legislation. The recommendations included seeing an earlier release of holdback funds allowing for subcontractors to get paid sooner for their work on long-term building projects rather than having to wait for the entire project to be finished. All of the recommendations made by CANS were formally accepted by the Justice Minister who tabled changes to the Act May 6th, 2013. It is hoped that final regulations will be in place during the 2014 Fall sitting of the House.

### Construction Guideline Documents

In September 2012 a working group was established to review and revise the Nova Scotia Construction Guidelines. CANS has been working with the Province and Municipalities to develop and revise the Guidelines, creating a document that will serve as the standard for Provincial and Municipal Tender Calling Authorities. The working group is still active and working towards an estimated timeline of Fall 2014.

### Prompt Payment Legislation

Late payment practices are an important issue for Nova Scotia's construction industry. Prompt Payment Legislation in Nova Scotia would establish minimum norms for payment schedules in the construction industry, intended to apply to every construction contract entered into for construction work undertaken in any jurisdiction whether or not the governing law of the contract is expressed as being the law of the jurisdiction. CANS lobbied each individual party throughout the 2013 Provincial election to determine how, if elected, their party will work with industry to bring forward progressive Prompt Payment Legislation in Nova Scotia during their first mandate.

### WHAT'S NEXT?

Next steps for the Industry and Government Relations Committee is to continue to strengthen the relationships we have made with government both Provincially and Municipally as well as other stakeholders and to continue to ensure we are at the table regarding the issues facing our industry. Prompt Payment Legislation will continue to be a top priority, as CANS continues to lobby the Provincial government to have Nova Scotia become the second province to enact such legislation. Throughout 2014-15 CANS will also begin preparing for Municipal, Provincial and Federal elections slated to occur over the next three years.



# CANS STRATEGIC PRIORITY AREAS

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## INNOVATION & TECHNOLOGY

Committees Responsible:

Innovation and Technology Sub-Committee (Chair, Chad Wiesner)

## WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the areas of Innovation and Technology when the industry sees us as the premier provider of contracts, documentation, and web-based interactive training and development. CANS infrastructure consistently meets and exceeds the needs of our members. We are providing leading services and information for our members. We are seen as the source for information by all stakeholders. We are the industry choice for online bidding, tendering and procurement.

## WHAT WE'VE ACCOMPLISHED

### CANS Connect



CANS Connect has proven to be a useful and practical tool for CANS members, staff, and committees alike. In the year following its launch, the system has been used over 100 times by 94 different users for training and/or meetings. As word spreads about the system and its popularity grows, CANS expects these numbers to continue increasing. It is expected that the 2014 - 2015 Industry Education and Training season will provide excellent opportunities for even more members to make use of this innovative system while saving them time and money on travel costs.

### Mobile Website and Apps

In response to member feedback requesting enhanced CANSnet services, primarily access to projects and plans and the CANS member directory, the IT Sub-Committee began the process of developing a mobile-optimized version of the website, [cans.ns.ca](http://cans.ns.ca), as well as a mobile app for accessing content relevant to CANS via Android or Apple smartphones and tablets. This app is currently available and received a number of updates over the past year based on user feedback.

### Online Bidding

2014 will mark the official roll-out of CANS Online Bidding System for Trade Contractors. After several rounds of testing, months of preparation and a great deal of planning, the system is ready for use in the industry. There are many benefits to the Online Bidding System including convenience for users, accuracy and timeliness of information, and consistency of bidding processes. This system is designed specifically to reduce the potential for bidders to submit non-compliant bids, to have General Contractors and Owners receive the bids in an efficient electronic format, and also reduce the impact on the environment by decreasing the use of paper and the carbon footprint from vehicles used to transport bids.

In preparation for the launch of this innovative system, free training sessions will be provided to interested users at the CANS office. These sessions will provide attendees with a basic knowledge of the system's components and how to use them to bid projects. A full slate of user guides, frequently asked question pages, and help sections will be available to allow users easy access to help documents. The launch of this system will mark a significant milestone in CANS history and could potentially change the way all tenders are bid in Nova Scotia in the future.



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#### SubstantialPerformance.com

This website was developed specifically to provide an easy and efficient self-service location for posting of substantial completion of contracts and sub-contracts. The hope is to align this website as the one stop shop for posting with the Nova Scotia Construction Guidelines document currently being reviewed.

#### Increased CANSnet Training

In 2013-14 CANS strived to improve communication and establish better relationships with our member companies. Part of this plan included increased CANS-specific training for new and existing member companies and their employees. CANS offers frequent “CANSnet 101” training sessions which walk participants through the ins and outs of the CANSnet system. These sessions are offered free of charge and teach our members how to properly navigate CANSnet, giving them the skills to more efficiently access and use everything that CANSnet has to offer. These informative sessions are also offered outside of the CANS office for any local company who prefers to have a CANS employee visit their office for a private training session.

#### On-going BIM Monitoring

The CANS IT Sub-Committee continues to monitor Building Information Modeling (BIM) as a trend that can influence the way the construction industry works. We have done informal surveying, met with suppliers of technology, and spoken to member companies who have embraced BIM in their business practices. The Committee will continue to monitor trends and advancements as the year progresses.

#### Improvements to CANSnet

Over the past year CANS has made hundreds of enhancements to the CANSnet system and will continue to make enhancements and improvements in the months to come. One of the major CANSnet improvements over the past year is the addition of the “Add me to Plan Takers List” button which allows CANSnet users to add their company names and contact information to the list of Plan Takers for any project that is listed on CANSnet. This makes it easier for companies to see which other businesses are interested in a given project and simplifies the start of the communication process between these companies. Another great system improvement for CANSnet is the ability for our members to zip files when downloading documents and drawings from CANSnet. Rather than downloading each specification, addendum, drawing, etc. individually, members can now download entire packages of files simultaneously with the click of a button.

In 2013-14 CANS also automated the process of emailing the Weekly Bulletin to our members and now the system automatically collects all pertinent information and sends it to our members each week with absolutely no hands-on involvement from CANS staff. This ensures that the information is accurate, up to date, and delivered to member companies on time in an easy to read PDF document. This time saving improvement allows CANS employees to make better use of their time by focusing on other important member services.

#### WHAT’S NEXT?

Over the next year our committee and CANS staff will be continuing to focus on the roll out and implementation of each of these initiatives. We are pleased to be moving CANS along a path of technological innovation and your participation, suggestions and support are much appreciated.

# CANS STRATEGIC PRIORITY AREAS

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## INDUSTRY EDUCATION

Committee Responsible: Industry Education and Training Committee (Chair, Rylan MacDow)

### WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the area of Industry Education and Training when industry seeks us out as the premier provider for their educational requirements. We will be recognized as the leading provider of industry education and training.

### WHAT WE'VE ACCOMPLISHED

#### Finding New Ways to Offer Programs to Members

One of the things we hear most frequently from our members in regards to training is that it can be difficult and costly, especially for our members who operate outside of the HRM, to physically get in to take training. With the launch of CANS Connect over 100 users from across the Atlantic provinces accessed education and training remotely from their offices.

CANS is dedicated to assisting member organizations with developing their internal talent. CANS provides knowledgeable staff to help assess your internal organizational training needs and works with each company to build training programs designed to achieve the specific results your organization is looking for.

CANS moved beyond the 2013-14, Industry Education and Training Catalogue to create custom training sessions based on the latest talent management and leadership practices that are relevant, up-to date, and developed by industry experts that specialize in adult education. These private session were primarily in the Microsoft Project 2010 program.

With an increase in demand and over 70 individuals in the construction industry moving towards their Gold Seal Certification, in an effort to help members reach their Gold Seal accreditation, all of CANS education and training courses are Gold Seal accredited. In addition, CANS has built and increased the number of packaged full programs to satisfy the Gold Seal 30 hour program requirements.

#### Executive Certificate in Construction Leadership

CANS has partnered with Dalhousie University's Faculty of Management to deliver world-class leadership development training right here in the province, helping organizations become more productive and efficient, develop their capacity and the capabilities of their people, and attract and retain the future leaders of our industry. The Executive Certificate in Construction Leadership is a five month long cohort based experience consisting of 15 courses where participants will develop critical leadership and industry specific behaviours, skills and attitudes. The 2014-2015 Cohort will kick off October 10th, 2014.



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### Snapshot of 2013-14 Training Year

- 102 member employees received training through CANS Connect
- 3 Private Corporate Sessions were held
- 69 member companies registered their employees in training
- 8 companies registered for the Dalhousie Executive Certificate in Construction Leadership
- Over 500 people participated in training
- Over 70 members are moving forward with their Gold Seal application
- Over 100 members attended a “Tell Me About Gold Seal” session
- 4 courses were held in Yarmouth and Sydney
- CANS introduced the Training Incentive Fund (TIF)
- CANS assisted member companies in receiving over \$65,000 in funding

### WHAT’S NEXT?

Throughout the 2014-15 training year we’ll be continuing to focus on the accessibility, availability and relevancy of the programming we offer. We’ll be achieving this through increased promotion of CANS Connect, offering private and or customized training to member companies, as well as looking to expand course offerings even more during this training year.

CANS knows that:

- Training helps your business run better
- Training is a recruiting tool. Today’s young workers want more than a pay cheque
- Training promotes job satisfaction and the result is reduced turnover
- Training is a retention tool, instilling loyalty and commitment from good workers
- Training is essential for knowledge transfer. Spread knowledge around — it’s like diversifying your investments
- Training gives seasonal workers a reason to return

We will also be focusing on assisting our members with access to funding to assist them with training that specifically meets the needs of their team. Companies could be eligible for up to 20 per cent, 50 per cent or even 100 per cent funding for training. These funding options are available for both group learning applications and individual learning experiences.



# CANS STRATEGIC PRIORITY AREAS

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## MARKETING AND COMMUNICATIONS

Committee Responsible: Marketing and Communications Committee (Chair, Matt Brunt)

### WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the area of Marketing and Communications when our brand is widely recognized and we are recognized as the leading voice of industry to government and industry. When the Association is recognized as the leading provider of membership services in our industry. When the industry is seen as an employer of choice for potential labour, and CANS and the industry are recognized for the positive contributions made in our communities.

### WHAT WE'VE ACCOMPLISHED

#### CANS on Social Media

CANS joined the social media world in 2013-14 with the creation of a Twitter account, @Construction\_NS, and the development of a LinkedIn Group. CANS uses social media as an additional way to reach members, stakeholders, and the public creating an ongoing and informal dialogue about issues, events, and news. Since joining these Social Media platforms in October 2013 CANS has seen a 50 per cent increase in followers and activity.

#### Development of Marketing Success Metrics

Throughout 2013-14 CANS began looking at ways to track and measure success of CANS' marketing initiatives and developed a metric that measures everything from project postings to printing times and website hits to the number of course participants. This tool will help CANS develop a clear picture of where the organization is and where it is going.

#### Interactive Weekly Newsletter Template

Over the past year, CANS has developed a new electronic newsletter template. This new electronic template is used through the back end of CANSnet and provides the basic layout and section headers that are seen by hundreds of members in the newsletter each week. This new template includes the capability for members to set their preferences for many of the communications that CANS distributes electronically throughout the year with a simple click of a button. Members have a choice of adding or removing themselves to any of our mailing lists by simply clicking the active links in the newsletter. This new feature ensures that members receive the information they are most interested in and allows them to opt in to new mailing lists to learn even more about the great things CANS has to offer.

### WHAT'S NEXT?

CANS will use the next 12 to 18 months to focus on several new marketing and communications goals namely, strengthening the voice of industry, measuring the impact of CANS, and developing strategic partnerships - all of which will help CANS position the industry as an employer of choice. CANS will also increase its social media presence and influence through targeted conversations and participation on issues affecting the industry as well as through live experiences and contests at events.



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## MEMBERSHIP

Committees Responsible:

Membership Services Committee (Chair, John Flemming) , Special Events Committee (Chair, Matt Brunt)

## WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the area of Membership Services when “Membership doesn’t cost, it pays”, membership is of the highest value to industry participants, and will provide an array of services and value that are unparalleled, and we are the provider of choice for industry education and training, our members feel connected with the Association.

## WHAT WE’VE ACCOMPLISHED

### Member Engagement and Recruitment

Throughout 2013-14 CANS continued to focus on recruiting new members while engaging our existing members. The Member Engagement and Recruitment program, which sees CANS staff reach out to existing and new members throughout the year to build relationships and share information, was a success in its first year as CANS saw increases in member participation in programs and at events, an overall increase in member retention, and an increase in overall member satisfaction as measured in our Annual Membership Survey. CANS’ targeted membership approach also saw an increase in overall membership recruitment.

### CANS Advantage

CANS Advantage picked up a lot of momentum half-way through 2013-14. Member companies began distributing the great savings and offers to their employees by passing on the CANS Advantage cards in pay stubs, memos, and at staff meetings with a total of 3000 cards being distributed. Members enjoyed exclusive and unique offers and discounts from 16 companies. Year two of CANS Advantage will launch in October 2014 - look for new offers and new promo cards.

### Continuous Improvements to Existing Services and Programs

Enhancements have been made to printing services allowing CANS to be more competitive and offer the best pricing to our members across the province. These enhancements have been well received as the number of print orders continues to grow each month. The Industry Education and Training program underwent some exciting changes in 2013-14 namely the addition of CANS Connect to allow members to access training through CANS from anywhere in the world. All courses are also now Gold Seal Accredited making it that much easier for members to work towards this national standard of construction excellence. CANS electronic communication with members and stakeholders also underwent some changes with the addition of both CANS Weekly and Industry Education Weekly allowing members to receive less frequent, but more targeted communication from CANS.

## WHAT’S NEXT?

Throughout 2014-15 CANS will continue to focus on strengthening member engagement through existing and new offerings. CANS will engage new members through updates at the New Member events at both the De-Icer and the Annual General Meeting and the Relationship Management program. A more focused effort to recruit new members and spread the word about CANS and the industry will also take place through increased participation at industry specific tradeshow, including partnering with the Province on their Annual Reverse Tradeshow in Fall 2014. CANS will also continue to increase its social media presence through live experiences and contests at events.





# CANS STRATEGIC PRIORITY AREAS

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## FINANCE

Committee Responsible: Finance, Investment and Risk Management (Chair, Chris Sangster)

### WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the area of Finance when we are financially sustaining our planned growth, we will have developed diversified revenue streams that respect our mandate and commitment to membership value, and all activities contribute to the financial strength of the Association and our ability to meet the evolving priorities and needs of our members.

### WHAT WE'VE ACCOMPLISHED

#### Explore New Sources of Revenue

Throughout the past 12 months many of the CANS committees began work on new initiatives that explored and implemented revenue generating opportunities that also bring value to membership. New targets were set to increase event sponsorship as well as new advertising opportunities on [www.cans.ns.ca](http://www.cans.ns.ca) and through the CANS Weekly newsletter were introduced. The Industry Education and Training program set new targets around private training and virtual boardroom bookings through CANS Connect. Enhancements to both our printing and document services have also seen increases as more and more members take advantage of them.

#### Risk Management and Investment Strategies

Another goal of the Finance, Investment and Risk Management committee each year is to ensure CANS finance, risk management and investment strategies are generating the results needed to support our strategic growth and ensuring that all activities contribute positively to CANS operations through growth and enhancement.

### WHAT'S NEXT?

The Finance, Investment and Risk Management committee will continue to work towards these goals to ensure that we are financially sustaining our planned growth. For 2014-15 CANS will look to continue to grow revenue across the organization, realize cost efficiencies, and increase our investment income.



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## LABOUR STRATEGY

Committees Responsible: Government Relations Committee (Chair, Cory Bell), Building Futures Sub-Committee (Chair, Cory Bell)

### WHAT SUCCESS LOOKS LIKE

CANS will have been successful in the area of labour development when we have a documented labour strategy lead by CANS and in partnership with all stakeholders, and when we are engaged by key decision making bodies in the supply chain as a subject matter expert on industry requirements.

### WHAT WE'VE ACCOMPLISHED

#### Labour Market Project

In 2013-14 CANS began working with other stakeholders such as the Construction Sector Council to understand the labour environment in Nova Scotia. With a goal to have a comprehensive understanding of labour market forces, employer intentions, and supply side mechanisms necessary to meet changing labour market needs in the coming years, CANS and other industry stakeholders from across the province have partnered to launch a labour market assessment of the industrial, commercial and institutional (ICI) construction sector. This steering committee will use surveys, focus groups and stakeholder feedback to develop up-to-date and accurate labour market information to help address human resource issues in the industry. A final report of the findings will be released in 2015. This project will have a direct impact on resource allocations, training programs, priority planning, etc. By identifying specific labour market issues within the industry and assessing labour market supply and demand gaps, we will be able to advocate for new or redirected investments, regulatory/policy changes and strategic labour market planning.

#### Apprenticeship Review

In 2013 CANS made recommendations to the Minister of Labour and Advanced Education regarding the Nova Scotia Apprenticeship system. These recommendations will see employers more involved and accountable and will create more apprenticeship opportunities and improve support as well as the creation of a Special Operating Agency. Throughout the past few months CANS has continued to play an active role in the development of this new industry-led, industry-driven Nova Scotia Apprenticeship Agency.

### WHAT'S NEXT?

Through efforts of the Marketing and Communications Committee, CANS will also work to raise the profile of the industry to be seen as an employer and industry of choice. Moving forward, CANS will continue to have an active role in the labour market steering committee ensuring the voice of the industry is represented and will continue to work with members and partners to ensure that we are providing the appropriate training and educational opportunities to further grow and enhance our existing workforce.

# CANS STRATEGIC PRIORITY AREAS

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## STANDARD PRACTICES

Committee Responsible: Standard Practices Committee (Chair, Brendan Nobes)

## WHAT SUCCESS LOOKS LIKE

CANS is seen as a resource by the industry and all stakeholders in the construction process and CANS understands the importance of establishing best practices in the industry.

## WHAT WE'VE ACCOMPLISHED

### Relationship Building

CANS has continued to build relationships with new organizations that have not traditionally provided specifications and drawings to CANS encouraging them to expose their projects to members. These efforts continue to prove worthwhile as our displayed projects continues to grow by double digit amounts. The Committee has also continued to strengthen relationship with existing organizations, constantly seeking feedback and working towards efficiencies in project postings. The Committee has met with owners to discuss ways that CANS and its members can provide expertise and guidance that lead to better outcomes for all parties engaged in the construction process. In nearly all instances, our offers have been welcomed and new relationships have been formed.

### Member Engagement

CANS frequently reaches out to CANS members both through informal communications and electronic newsletter to encourage members to bring forward standard practices issues to be discussed and reviewed by the Committee. This has proven to be a valuable exercise both for CANS and for the membership who may not have previously had a forum to share such issues.

### Provincial Procurement

CANS has been working with the Province and Municipalities to develop and revise the Nova Scotia Construction Guidelines. This new document, with an estimated finish date of Fall 2014, will serve as the standard for all Provincial and Municipal tender calling authorities.

### National Representation

The Committee will continue to grow as it now has representation on the Canadian Construction Association, which allows CANS representation for the construction industry on a national level. CANS will have the opportunity to provide input and feedback to national level task forces that will be reviewing quality of documents and to generate Mechanic's Lien best practices.

## WHAT'S NEXT?

In the coming year the focus will be on the promotion of best practices and standards, and building relationships. The Committee will continue to encourage members to bring forward best practices and areas of concern.

The Committee will continue to work towards procurement standards which allow equal opportunities for everyone. This will bring together stakeholders and members in a joint effort to educate both sides of the procurement process.



# CANS PAST CHAIRMEN AND PRESIDENTS

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## PAST CHAIRMEN

2014 John Flemming, Ocean Contractors Ltd.  
2013 Cory Bell, J.W. Lindsay Enterprises Ltd.  
2012 Brendan Nobes, RCS Construction Inc.  
2011 John Volcko, PCL Constructors Canada Inc.  
2010 Peter Macnab, VICWEST  
2009 David Wood, Municipal Contracting Ltd.  
2008 Tom Vincent, Atlantica Mechanical  
2007 Royce Williston, Higgins Construction  
2006 Clayton Bartlett, Roclan Industries  
2005 Ernie Porter, J.W. Lindsay Enterprises  
2004 Ken Seaward, Aluma Systems  
2003 Tim Nobes, Sigma Construction  
2002 Adrian Morrison, Black & McDonald Limited  
2001 David Wilson, Wilcraft Concrete Services  
2000 David Bancroft, Northstar Construction  
1999 David Oulton, Marid Industries  
1998 Gary Dean, Robert McAlpine Ltd.  
1997 Cliff Dahms, Able Equipment  
1996 Paula Webber, Scotia Roofing Contractors  
1995 Haluk Alemdar, Seaport Contractors  
1994 Erik Twohig, G.S. Concrete Products  
1993 Rod Kerr, Waterworks Construction  
1992 Edgar Goguen, Arrow Construction Products  
1991 Larry Macdonald, Black & McDonald Limited  
1990 Gerry Blom, Kidston Glass  
1989 Harry Poole, Woodlawn Construction  
1988 Jack Flemming, Ocean Contractors  
1987 George Himmelman, Halifax Heating  
1986 Jack Logan, Bird Construction Products  
1985 Keith B. MacRae, Dineen Construction  
1984 Clyde J. O'Malley, O'Malley Electric  
1983 Leslie R. White, Fundy Construction  
1982 G.A. Amirault, Croft Metal Products  
1981 Robert M. Murray, Fraser Brace Maritime Ltd.  
1980 C. Mark Cleary, Western Electrics  
1979 Donald J. Gillis, Gills Fence  
1978 Bruce K. Gordon, Cromarty Construction  
1977 Douglas S. Waller, Waller Agencies  
1976 Ronald F. Harris, Lundrigans  
1975 Ian C. MacInnes, Ian MacInnes Enterprises  
1974 Tunis Obdam, Western Plumbing  
1973 W.L. Giffin, Fundy Construction

1972 S.E. Acker, L.E. Shaw  
1971 V.C. Woodworth, V.C. Woodworth (1964) Ltd.  
1970 David MacNab, David MacNab & Co.  
1969 John R. Fiske, Stevens & Fiske Construction  
1968 F.J. Creaser, Halifax Heating  
1967 A.P. Mills, Guildfords  
1966 Earl Bowman, Fundy Construction  
1965 H.G. Rounsefell, Steen Mechanical  
1964 R.C.T. Stewart, Cameron Contracting  
1963 D.W. Salsman, Parker Brothers  
1962 J.R. Matheson, Hillis & Sons Ltd.  
1961 F.C. Hudson, Annapolis Valley Construction  
1959 A.E. MacMillan, Fundy Construction  
1958 C.P. Roper, Roper Agencies  
1957 W.A. Chaddock, W.A. Chaddock & Co.  
1956 C.C. MacDonald, C.C. MacDonald Ltd.  
1955 W.J. Carter, Carter & Smith Ltd.  
1954 A.G. Sullivan  
1953 E.C. O'Leary, MacDonald Construction Co.  
1949 E.L. Woolcombe  
1948 D.F. MacIssac  
1947 W.M. Gould  
1946 B.A. O'Leary  
1941-43 G.W. Miller, Kenny Construction  
1938 Harry L. Roper, Brookfield Construction  
1937 Frank Reardon  
1936 A.F. Dyer  
1934 J.H. Conn  
1932-33 Hon. A.S. MacMillan, Fundy Construction  
1929 G.E. Hagen  
1929 E.J. Gillis, Gillis Co.  
1928 J.E. Gould  
1927 J.C. Harris  
1921-26 W.G. Foley  
1920 Henry Roper, Brookfield Construction  
1889 S.M. Brookfield, Brookfield Construction  
1862 John Brookfield, Brookfield Construction

## ADDITIONAL PAST PRESIDENTS

*(Years Served Unavailable)*  
J.W. Brookfield, Brookfield Construction  
F.J. Cummings  
J.A. Currie  
A.D. Faulkner  
Jas. Farquhar  
G.M. Hagen  
M.E. Keefe  
A.A. McDonald  
J.A. MacInnes  
S.A. Marshall

## CANADIAN CONSTRUCTION ASSOCIATION CHAIRMEN FROM NOVA SCOTIA

1989 Jack Flemming, Ocean Contractors  
1979 Ian MacInnes, Ian MacInnes Enterprises  
1971 R.C.T. Stewart, Cameron Construction  
1961 A.G. Sullivan

## MECHANICAL CONTRACTORS ASSOCIATION OF CANADA CHAIRMEN FROM NOVA SCOTIA

2004/05 Tom Vincent, Sayers & Associates  
1998/99 Lloyd MacLean, Wm. MacKay Plumbing & Heating  
1995/96 Adrian Morrison, Black & McDonald Ltd.  
1976/77 J. Powers, Power Brothers  
1960/61 A.F.C. Marsh  
1902/03 F. Powers, Power Brothers



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