

FALL 2021

Sheet Metal Journal

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British Columbia



In this Issue:

Contractor Profile: Novagreen

Emerging Leaders

Developing a Coaching Culture



Official Journal of
Record for SMACNA-BC



PROMOTING GROWTH AND STABILITY IN OUR INDUSTRY

Formed in 1969, the British Columbia Sheet Metal Association (SMACNA-BC) was the first international chapter of the Sheet Metal & Air-conditioning Contractors National Association (SMACNA). Founded in 1934, SMACNA traces its history to the National Association of Sheet Metal Contractors established in 1910, and has 2,300 members worldwide.

SMACNA-BC is a member-driven association representing unionized sheet metal contractors in the Mainland of BC, and suppliers to our industry. It promotes the growth and stability of the members and industry.

OUR MANDATE

- To improve the financial stability and business conditions of the sheet metal industry, and to develop and promote methods to improve managerial proficiency
- To improve quality, efficiency and productivity of this industry, and to implement high standards of work
- To establish and maintain high ethical standards of conduct between members of the Association, and between members and owners, architects, engineers, other contractors, and the public
- To promote harmony in labour relations
- To study and help in the development and enforcement of governmental codes and regulations, and such legislation as may be necessary for the best interest of the public and the sheet metal industry
- To exchange technical, professional, and educational information with other contractor associations in the sheet metal industry and its allied trades in Canada and other countries
- To affiliate as a Chapter with the Sheet Metal & Air-conditioning Contractors National Association, Inc.

BC Sheet Metal Association (SMACNA-BC) • Executive Director: Bruce Sychuk
705 - 9639 137A Street Surrey, BC V3T 0M1
Phone: (604) 585-4641 • E-mail: smacnabc@smacna-bc.org

Learn more at

www.smacna-bc.org



www.sheetmetaljournal.com

PUBLISHER / EDITOR

Jessica Kirby
jessica.kirby@pointonemedia.com

CONTRIBUTORS

Natalie Bruckner
Kevin Burns
Norm Grusnick
Ted Lewis
Liam Robertson
Ken Vaughan

COVER PHOTO

Courtesy of Jessica Kirby

ADVERTISING SALES / DESIGN

Lara Perraton
877.755.2762
lperraton@pointonemedia.com

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SEE YOU IN 2022

I can't stress enough how jarring it feels to write the end of the year editorial for *Sheet Metal Journal*. Anyone who reads regularly will know I say this every year because every year truly feels like it sneaks up on us. Soon, we will be hunkering down for the short but much-needed winter break with visions of a fresh new year dancing like sugar plums in our heads.

This issues features some great topics, none the least of which is a profile on one of SMACNA-BC's newer members—Novagreen. This relatively new testing & balancing firm is based in Vancouver and prides itself on an experienced, driven team of TAB professionals eager to get to know the engineering community and make headway in the industry. Find out what they are all about on page 10.

If you have ever been to the *Partners in Progress* Conference (the next one is March 1-2, 2022 in Las Vegas and registration is open now), you know what a great opportunity it is for labour and management to connect, learn, and network together. The conference offers exciting speakers, workshops, and opportunities to socialize, and this year, *Partners in Progress* is offering the Emerging Leaders program, through which Chapters and Locals can have up to two future leaders attend the conference for free. See page 12 to see if your young leader qualifies.

And finally, we all love sports but do we truly value the benefit of good coaching? Divergent from the vision some of us may



By / Jessica Kirby, Editor, *Sheet Metal Journal*

have about leadership being directive, authoritative, and top-down, a coaching culture in the workplace is collaborative, guiding, and mutually supportive. Even if you already have a system like this in place, check out page 15 to see what author and speaker Ken Vaughan says about the best way to perfect the coaching culture at your firm.

Finally, Lara and I want to thank you for another year of reading and supporting *Sheet Metal Journal*. Connecting with many of you throughout the year has been fabulous, especially given the type of year it has been. We have our fingers crossed we will see you in April 2022 in Kelowna. In the meantime, keep those comments, suggestions, and bits of feedback coming. They all help make this publication—your publication—better.



Speaking of which, the annual Sheet Metal Journal Construction Outlook Survey is online and ready for your answers. Please check your email from SMACNA-BC for the link or email me at jessica.kirby@pointonemedia.com and I will send it over. The survey comprises ten questions, takes about five minutes to answer, and informs our industry-specific feature article printed in the Winter issue. Don't delay—have your say. (See what I did there?)

Merry Christmas, SMACNA-BC! ■

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SMACNA-BC EVENTS

(email smacna@smacna-bc.org for more information)

SMACNA-BC Membership Dinner Meeting

Thursday, January 20, 2022 • Civic Hotel, Surrey, BC

SMACNA-BC Convention and Annual General Meeting

April 28-May 1, 2022 • Delta Hotels by Marriot Grand Okanagan Resort, Kelowna, BC

MEMBER SPOTLIGHT: JUD MARTELL

Training Coordinator

Sheet Metal Workers' Training Centre (Local 280)

I spent my summers working at my family's company in the office, in the shop, and cleaning the grounds, and eventually made my way onto the job sites. By time I was 15 or 16, I was a skilled roofer, mostly because I was just a kid working with my father and his three brothers. Each of them had different styles, techniques, and ideas, and most importantly, when I made mistakes, they would take the time to explain things to me. Sometimes I think that is what is missing in the industry now—the time for experienced workers to help the inexperienced learn how to do things.

I went to university with the idea that I would eventually take over the family business; however, after several years, I realized that route wasn't for me. After travelling and pursuing a number of different directions, I came back to the family business and challenged my roofing ticket. By that time, my father owned the business on his own, so I did a sheet metal apprenticeship and became a full Red Seal in 2001. In 2002, my father sold the business so I went to work for Austin Sheet Metal, which is also a family-run business, so I felt some familiarity and comfort there. When I graduated, I was faced with some decisions. I knew I wanted to be more than a journey or a supervisor, but I didn't want to own a business. I started exploring the organizing and education arms of Local 280. Through unionism, I learned what it meant to take care of people, and I enjoyed spreading the word of social responsibility. Over the years, I applied for three different instructor positions at SMWTC and was unsuccessful, but when the training coordinator position came up, I knew it was a really good fit for me.

We were in a leased facility, and I understood the limitations of that and have moved the school twice. I have lobbied for government support for the training program and for workers' compensation for apprentices, which was granted not just for us but for all private institutions in British Columbia. We have four full-time instructors, four part-time instructors, and three office staff. Most importantly, the growth potential is there to increase capacity to respond to industry need.

I owe a lot to the trades. I love being able to build things. I love being able to tell stories about the places we have built or the people I have met throughout my career. There has been joy, anger, fear, and tears. Even my scars are stories.

To enter the sheet metal industry, you have to be willing to work hard, learn, and be a person who gets things done. The paycheque and benefits (extended health and dental) are great, but most importantly, the work opens a diverse range of opportunities. Once you are finished the apprenticeship, you are just getting started. The learning continues with supervisory skills, new



products, and technology evolving every day. When I started there was no technology for layout, and now this generation is being trained with virtual reality. The mechanization and computerization of our trade is not going to stop. Astronauts and pilots don't learn in spaceships and planes. They sit in a simulator for five years. That same career arc is occurring in our trade.

This trade is an incredible opportunity as long as you are willing to learn. As fast as you want to run in this race, there is track for you to run on. There is the opportunity to house, feed, and care for your family, to have great health benefits and to enjoy the satisfaction of building things. At the end of the day, a building goes up and the people at the ribbon cutting never actually built it. The building is a monument quietly recognizing your work.

I was brought up as a contractor and an owner, and I have been president of the union for nine years now. I have seen how both sides—labour and contractors—can stand apart and how detrimental that is. The partnership isn't just important—it is everything. Not having it is like trying to make a meal without the ingredients. The battle isn't between labour and contractors; it has to be both sides working together against policy or practices that don't support our industry.

One of the greatest examples of that partnership is the Sheet Metal Industry Training Board. In it, there are no contractors and no union, just people who want to make the industry better. If you don't have people with the willingness to push the envelope and make sure everyone is looked after, you have no industry. ■

This article was reprinted with permission from the February 2021 issue of Partners in Progress. Visit pinp.org to read more.

SMACNA-BC, LOCAL 280, & ASHRAE ATTENDED CIPEX WEST, THE PROVINCE'S PREMIER PLUMBING AND HEATING TRADE SHOW

Thanks to high vaccination rates, diligent covid-19 practices, and the sheer will of organizers, trade shows are coming back and the 2021 CIPHEX show was a welcome return for the construction industry. Western Canada's premier plumbing, hydronics, heating, ventilation, air-conditioning, refrigeration, and water treatment trade show was held November 3 and 4 at the PNE Coliseum in Vancouver. SMACNA-BC and Local 280 joined ASHRAE-BC in a shared booth at CIPHEX, bringing the best together in one place and demonstrating how these organizations work together to bring the highest standards in HVAC to the market place.

"I'm just happy that we are back in person and people can attend the event again," Sarah Clarke, trade show manager at the Canadian Institute of Plumbing and Heating (CIPH), told *Plumbing & HVAC*.

With COVID protocols firmly in place, the event welcomed 1,200 participants to the event, despite the show's layout looking a little bit different than usual. The total number of booths was reduced from 250 to 150 to allow for greater space

between them. Networking events were also a bit different this year, Clarke says.

"We used to have a lounge and bar where people could hang out and get food, but this year we switched that and had multiple concession areas where food was pre-packaged," Clarke says.

Looking the same this year was the New Product Showcase, with featured the best manufacturers have to offer. Manufacturers submitted their new products to be judged by a panel—categories included air-conditioning and refrigeration, controls and instrumentation, heating and ventilation, hydronic heating, kitchen and bath, plumbing and piping, tools and equipment, and alternative energy. In this year's show, 48 products were highlighted.

Participants also had access to educational seminars, this year free of charge. "We wanted to make sure that everybody had the level of comfortability and the opportunity to attend the show if they felt that they could," Clarke says.



ASHRAE, SMACNA-BC, and SMART Local 280 shared a booth to broaden each organization's exposure at the event. "It gives us all a higher profile all around," says ASHRAE-BC member, Norm Grusnick, P. Eng. "It was a pleasure for our groups to come together and show the industry the value of working together and participating in events like this as a team."

Learn more about CIPHEX West at ciphexwest.ca ■



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SMACNA-BC GOLFERS TEE OFF WITH ASHRAE-BC

ASHRAE-BC held its annual golf tournament in September at Westwood Plateau Golf Course in Coquitlam, and SMACNA-BC members showed support.

In a time when covid is placing pressure to cancel events like dinner meetings and holiday gatherings, golf continues its streak as the mainstay networking activity during pandemic restrictions.

Norm Grusnick, P.Eng, commercial business development representative for ECCO Supply, has been an ASHRAE-BC member for 30 years and has organized the annual golf tournament for the past 20 years with Peter Sung, General Manager of Equipco Ltd.

This year's event was held at Westwood Plateau, which prides itself as a community comprised of residents, visitors, members and dedicated staff. The course is nestled on the Plateau of Eagle Mountain in Coquitlam, BC, where golfers enjoy panoramic views and natural wildlife settings only 45 minutes from downtown Vancouver.

Grusnick says the event was an overwhelming success, thanks to the course's willingness to innovate and come up with a format to meet COVID protocols and still allow a shotgun start.

"The day began with a large outdoor buffet breakfast and socializing in the parking lot area," Grusnick says. "Then all golfers were also fed really great food at various food stations around the course."

SMACNA-BC members showed up in full force with approximately 25-30 registrants and with the association making a sponsorship donation.

"ASHRAE would like to thank SMACNA-BC for its continued sponsorship," Grusnick says. "SMACNA-BC is a highly valued, consistent contributor to this event. The membership also puts forward a significant participation, which we also appreciate."

ASHRAE-BC also wishes to thank the many other SMACNA-BC member companies that sponsored holes and participated.

"It was a great sunny day and good for all industry people to finally be able to get together safely," Grusnick says.

SMACNA-BC members finished off a great day on the course with the Best Scramble Team award. Congratulations to Craig Benson (Paramount Sheet Metal), Alex Siu (ARRCWest), Len Mueller, and Darryl Gordon (both Austin)—all of whom are retired and have spent their time wisely, improving their golf game.



The event had all the extras participants come to expect, including a Beat the Pro competition and sponsored prizes for every golfer. These included an espresso maker, a golf bag, and many other great items.

Grusnick says the new breakfast format will be carried over into next year for a number of reasons, the most pressing of which is the on-going hesitance around COVID-19.

"We will continue with this format next year because I believe COVID isn't really going to be over in a complete way for at least another year," he says. "It will be at least that long before we are 100% back to normal with total comfort."

Another reason is that it keeps players well nourished throughout the day and makes for an earlier evening.

"In the regular format, by the time you come in it is 7:30 before it is time to eat," Grusnick says. "This way, we had a huge breakfast and good food stations, including pulled pork tacos and lobster every three or four holes. No one left hungry, that is for sure.

"Besides that, everyone just really enjoyed it."

SMACNA-BC members are encouraged to mark their calendars for next year's ASHRAE-BC Golf Tournament, which will be held June 2, 2022 at Westwood Plateau. ■

THE RETURN OF APPRENTICESHIP IN BC

The BC government is looking to find out the economic value of apprenticeship in BC by partnering with the Canadian Apprenticeship Forum (CAF) and the BC Construction Association (BCCA) on a new study.

“The skilled trades are at the centre of our COVID-19 recovery and building a stronger BC means supporting the people who build up our province,” said Anne Kang, minister of advanced education and skills training, in a statement. “As the demand for skilled trades workers grows, apprentices will be a vital part of filling the gap. Through research and collaboration, we’re working to demonstrate the value apprentices bring to employers and the provincial economy.”

The CAF is a non-profit organization that connects Canada’s apprenticeship community. The membership represents stakeholders in the trades sector, including employers and employer associations, unions, equity-seeking groups and educational institutions across Canada.

It isn’t the first time CAF has investigated the topic.

In 2006 and 2009, the group conducted two national studies to calculate the economic return on training investment for employers who hired apprentices. In 2006, using a cost-benefit model, CAF found that for every dollar spent on apprenticeship training, an employer receives an average benefit of \$1.38. When the study was repeated in 2009, the return had increased to \$1.47.

While the net benefit to employers when hiring apprentices differs by trade, the results showed in the majority of trades there is a positive return for those employers that invest in apprenticeship training, and the net benefit increases in each year of the apprenticeship.

The new study will update and replicate their 2009 study for the BC market across 21 skilled trades. The trades sector spans numerous industries of BC’s economy, including construction, manufacturing, mining, forestry, mineral and resource extraction, automotive, marine and shipbuilding, services, aerospace, and tourism and hospitality.

The study is expected to take 20 months to complete, with estimated completion in July 2023. Working in partnership with the BCCA through focus groups and surveys, the project will examine employment in the skilled trades sector, determine the prevalence of apprenticeship training among employers, and quantify the return on training investment for employers in BC.

Additionally, the final report will identify strategies for encouraging higher levels of participation in apprenticeship

training among employers to ensure the skills and training needs of the current and future labour market can be met. ■

VANCOUVER WELCOMES BACK THE SKILLS CANADA NATIONAL COMPETITION IN MAY 2022

Post-secondary Students and Apprentices Come Together to Show off their Trade Skills

Anne Kang, minister of advanced education and skills training, says the Skills Canada Competition is a chance for young people across Canada to shine. “From bricklaying and carpentry to graphic design, computer animation and cooking, this event showcases talent, connects youth with employers and promotes careers in the skilled trades and technologies,” she says.

The event is scheduled for the Vancouver Convention Centre May 25-28, 2022. It will bring more than 300 competitors from all regions of Canada to participate in 37 skilled trade and technology competitions.

The SCNC is the only national, multi-trade and technology competition for students and apprentices in the country.

“Events like this provide an opportunity for competitors to show off their skills and encourages participants to pursue careers in good-paying, in-demand fields,” said Andrew Mercier, parliamentary secretary for skills training. “As we wrap up a busy Apprenticeship Recognition Month, it is exciting to look ahead to the talent we’ll see in Vancouver this spring.”

Skills areas open for competition include construction, manufacturing and engineering, transportation, information technology, services, and employment.

High school students from across the Lower Mainland will be invited to come watch the competition in-person, visit the Indigenous showcase, and the many industry exhibitors that will be onsite. They can learn about the various career opportunities in the skills trades and technologies, while trying their hand at the interactive Try-A-Trade and Technology activities.

In support of this hosting opportunity, the province is providing \$250,000 to Skills Canada. The national, not-for-profit organization was started in 1989 and has partner organizations in each of the provinces/territories that work with employers, educators, labour groups and governments to promote skilled trade and technology careers among Canadian youth.

Learn more at skillscompetencescanada.com/en/event/skills-canada-national-competition-2022 ■

NATIONAL LEADERSHIP DEVELOPMENT PROGRAM FOR WOMEN IN THE SKILLED TRADES

The Canadian Apprenticeship Forum (CAF-FCA) will launch a new program to empower skilled trades advocates at the next Supporting Women in Trades Conference taking place June 2-3, 2022, in St. John's NL.

The National Leadership Development Program for Women in the Skilled Trades is being developed in partnership with the Office to Advance Women Apprentices and will be available to all tradeswomen, including Indigenous peoples, LGBTQ2S+ individuals, immigrants, persons with disabilities, and those from racialized groups.

Participants will be guided by subject matter experts, learning effective strategies and gaining practical tips to empower them as leaders in their workplaces and the broader community. Special attention will be paid to how the learning can be applied in a skilled trades workplace. With improved knowledge about strategies to mentor, take on leadership roles on the job site and within their unions, communicate, resolve conflict, and speak with confidence, tradeswomen can be leaders and inspire young girls and other women to thrive in the skilled trades.

The National Leadership Development Program for Women in the Skilled Trades will be offered at no cost to tradeswomen and offered in a safe and respectful setting. CAF-FCA and Office to Advance Women Apprentices will work with industry, trades unions, government, and training institutions to support development and administration costs.

For more information, visit switcanada.ca ■

COLLEGE OF THE BC BUILDING TRADES NEW WEBSITE LAUNCH

Check out a new digital campus tool for apprentices! The College of the BC Building Trades website has been launched to help aspiring apprentices more easily explore trades careers and connect with opportunities. The College of the BC Building Trades offers the most robust trades training programs in the entire province.

Our students learn their craft under the guidance of tradespeople with extensive industry experience and knowledge, complemented by unprecedented access to a suite of wraparound supports to help them succeed along their educational journey.

With an emphasis on safety, our schools ensure apprentices continually advance in both their practical and classroom learning so that they ultimately acquire the skills and competencies needed to earn their Red Seal qualification. And with a Red Seal—the four-year equivalent of a bachelor's degree—our students earn top wages and have the flexibility to work within their trade anywhere in Canada.

The website features online tools to assess skills and a learning portal, as well as connect directly with training schools and campuses across the province. Learn more at collegeofthebc.ca ■

SUMMER 2021 SMWTC GRADS

As Oscar Wilde brilliantly said, “Success doesn't rush. The greatest reward is the journey!” Well, the students at the Sheet Metal Workers Training Centre (SMWTC) in Level 4 sheet metal and Level 3 architectural sheet metal demonstrated that hard work and dedication to their craft contributed to their success in becoming ‘journeys’.

This is not a feat to be taken lightly. Learning new skills in a blend of online (theoretical) and onsite (technical) training is not something that comes easily to all students. It isn't easy for instructors either, for that matter, because they had to learn the technology to teach it. Local 280's SMWTCS instructors are steadfast in supporting students to navigate the computer technology to ensure each student can complete their online assignments and hands on projects successfully.

The graduating students certainly stepped up to the plate with excellent results. Jud Martell, training coordinator for the SMWTC says, “They went 16 for 16 in passing the interprovincial (IP) (Level 4 – SM) and 10 for 10 in passing the CofQ (Level 3 – ASM). This set the new standard—previous was the 24 for 24 IP last summer—of 100% completion rate. It was an almost a perfect class with all passing the Level 3 and 4, and attendance was perfect for the ASM and only one student missed three days in the SM. Amazing!”

Learn more at smwtcs.ca. ■

IN MEMORIAM KEN ELWORTHY (June 7, 1958 - June 13, 2021)

It is with great sadness that we acknowledge the loss of Ken Elworthy, one of our great industry leaders who was taken too soon by COVID-19.

In late 2020, Ken retired as a Business Representative after 19 years working for the Local membership. He and his wife had recently moved to the Sunshine Coast and, regrettably,

continued on page 23



Contractor Spotlight:

NOVAGREEN

The team of highly trained and experienced technicians at Novagreen works to balance and certify that all HVAC systems meet their detailed specifications.

By / Jessica Kirby • Photos courtesy of Novagreen

Established as a dedicated HVAC technologist company, Novagreen is an independent testing and balancing firm specializing in air and hydronic systems. Its mission? To become a key member of its customers' teams and provide superior workmanship and trustworthy reporting.

"We work hard to make sure the job is done right, on time, on budget, and meets your detailed specifications," says Navid Nejad, partner, senior estimator, and project manager for Novagreen, which is also a member of SMACNA-BC. "We are proud to use the most reliable and modern instrumentation available in the balancing field to provide some of the most comprehensive reporting available today."

The company's professional focus is air testing and balancing, hydronic water balancing, and mechanical systems commissioning. Its in-house team creates operations and manuals in hard and soft copies that meet today's industry standards and engineers' requirements and specifications. It also creates existing system surveys to determine the exact state of a building's HVAC system and identify all of the

available information about a facility's system so it can be improved, modified, or updated. An existing system survey will let the owner/engineer know how much flow each system has, how much outside air is entering, how much exhaust is leaving, and what the condition and flow is of the hydronic systems through out the facility.

Novagreen also offers thermal imaging services that enable the company to accurately identify any vulnerable areas inside a building envelope, and recommend the most cost-efficient thermal improvements for any mitigating heat leakage.

The activities and successes of Novagreen's operations are driven by its client's satisfaction. The team achieves this by ensuring compliance with engineers' requirements and adhering to today's TAB standards, such as National Environmental Balancing Bureau certification, which is international certification for high-performance buildings.

"We do our best to accommodate our clients' tight schedules by ensuring our work is completed within the construction time frame," Nejad says.



Regardless of a project's size or a challenge's level of difficulty—from small DX systems or a campus containing a large chilled water loop—Novagreen has the right team to maximize equipment's efficiency, ability, and performance. The team is so confident in its workpersonship and commitment to the field, its testing and balancing reports are backed by a six-month warranty, which provides the assurance of prompt correction of any balancing problems.

Novagreen Mechanical was founded in 2019, and brings together three owners, two draftspersons, five field TAB technicians, and a commissioning agent.

The company has completed successful large and small projects across a number of types, including institutional, hospital and health care, education, airport (YVR), commercial, and residential.

Prior to founding Novagreen, Nejad owned a different TAB firm, and Pedram—another of the three partners—worked at KD Engineering for several years. “What I like the best about balancing is we get to make sure all HVAC systems are working efficiently and at the same time provide a certain level of indoor comfort to the occupants in the space,” Nejad says.

One of its more challenging projects required a strong team effort to meet challenges relating to scheduling and logistics.

“We did a job down at YVR that involved commissioning and balancing of an air handling unit,” Nejad says. “This job was a unique job for us as we had to work on the airside of the airport and the challenging part was the time crunch.

The Novagreen team had to turn the project around in [how long?], while ensuring no impact to the project schedule.

“Our team really put the effort in as a team to bring this project to a completion on time to meet the construction schedule,” Nejad says.

As a newer company, Novagreen is still working on building its network, and the team is striving to familiarize themselves with the engineering and consultant communities on the marketing side. On the technical side, the company is currently working on becoming NEBB certified.

“Being part of a SMACNA ensures our level of involvement and dedication to providing services that are to today's highest standards,” Nejad says. “We use SMACNA's technical guidelines for balancing and incorporate them into our reporting.” ■





Welcome, Emerging Leaders

By / Natalie Bruckner

How do you attract the younger generation to the industry? Ask them!

“If you want to talk about how to get youth excited to enter the trade, the last person you want to ask is a 68-year-old man,” Bruce Sychuk, executive director of SMACNA-BC says. Sychuk recalls one presentation he was giving where he was asked the best way to bring women into the trade. His response? “I said, ‘Well, we have one in the audience, so why don’t we ask her?’ She gave an amazing off-the-cuff presentation. To get people to listen, you need someone who speaks the same language.”

Over the years the task force behind the *Partners in Progress* conference has increased its efforts to get younger people to attend, and this year they have really stepped up their game with the introduction of the Emerging Leaders Initiative.

In an effort to include the next generation of leaders in the 2022 *Partners in Progress* conference, SMACNA and SMART are giving local chapters and unions the opportunity to register two emerging leaders from their area (one labor and one management) to attend the conference by waiving their respective registration fees.

Selected emerging leaders need only meet the following criteria to have their registration fee waived: they must be under the age of 35; and they must have at least one or more current representative(s) from the local area or chapter registered to attend the conference. There is a strict limit of

no more than one “future leader” from the labor side and one “future leader” from the management side registered per local union and chapter.

This is music to the ears of apprentices and young sheet metal leaders across North America. “Our generation can gain so much information from the conference that we wouldn’t otherwise hear. You learn a lot about how SMACNA and SMART work and what they are doing to keep the trade advancing and diversifying. You also get an inside look into what goes into keeping the trade as successful as it is and growing with the times. Plus, you meet a lot of people in the industry that you wouldn’t usually meet,” says Amy Lagendyk, third year apprentice with Local 280.

Lagendyk was chosen by her Local to attend the 2020 *Partners in Progress* conference in Las Vegas after her bosses and teachers heard great things about her: “The union thought I could represent well and benefit from attending,” she says.

And benefit she did. Lagendyk says that seeing behind the scenes has really helped her better understand the industry and feel more involved. “Some of the highlights for me were learning how involved women are in SMART and SMACNA and their locals; seeing how we are preparing for the future of the trade with upcoming technology and relationships; and getting to attend many informative seminars, such as Brent Darnell’s Promoting Women and Diversity in the Trades, Mentorship 101, and a seminar on mental health and substance issues, which is extremely important today.”

Tyler Crowder, fourth year apprentice with Summit Sheet Metal, agrees. Crowder attended the conference in Las Vegas and says that the conference increased his passion for the trade, and provided an invaluable experience. “The younger generation are the future of the union – it is essential to have young workers attend these conferences; it opens your eyes and makes you realize this union is not just us, it’s a giant group of people working together. It’s important to see how the leaders present themselves so we can use that as a benchmark for professionalism and to better understand the initiatives they are getting behind so we can expand our perspectives. Until the conference, I didn’t realize how much the older generation appreciates young workers – it’s reassuring to know we are in good hands,” he says.

For Crowder, being able to witness first-hand the scale and size of SMACNA and SMART coming together as one reinforced his decision to be part of a union. Also, witnessing the passion and drive to work on industry challenges, like the lack of minorities, gave him hope. “I was completely unaware of the problems and challenges being faced because I am exposed to fairness and equality where I work. It makes me proud to know we are doing the right thing.”

This attitude from those who will very soon be led by the leaders of the industry’s future is encouraging, but Crowder and Lagendyk represent only a tiny percentage of conference attendees.

“In 2018 I went to the *Partners in Progress* conference in Orlando and it was disappointing to see a lot of business agents, contractors, owners and EVPs of SMACNA, but no rank and file,” Gary Myers, VP marketing/business development at Intech Mechanical says. “We are missing an opportunity here. The conference is a great opportunity to bring rank and file, and contractors need to bring as many as they can so that we can ensure the success of the industry.”

So, what’s the challenge with getting younger people to attend? Cost has been cited as one challenge, but both Crowder and Lagendyk believe it is more than that. “More than cost, it’s getting the time off. Letting good employees take a week off for the conference can be hard, especially if there is a belief by some owners that the conference can be repetitive or that we won’t gain much value from it,” explains Lagendyk.

To overcome this challenge, Myers, who works closely with Local 104 to encourage emerging leaders in any way they can, sponsored two apprentices to attend the conference in Las Vegas . . .and paid for their three days while at the conference. “It is so worth it. It’s a real eye-opening opportunity for young leaders. One night we went to dinner and my apprentice Jeff Grill was sat next to our business agent – it was great for them to be able to have that conversation.”

Rick Werner, president/business manager at Local 104 agrees, adding, “It’s essential for our next generation of leaders to attend PIP to begin to network with both labor and management.



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BC Sheet Metal Association (SMACNA-BC)

Executive Director: Bruce Sychuk
 705 – 9639 137A Street Surrey, BC V3T 0M1
 Phone: (604) 585-4641
 E-mail: smacnabc@smacna-bc.org



Business Manager & F.S.T.	Richard Mangelsdorf
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6188 Kingsway, Burnaby, BC V5J 1H5
Phone 604-430-3388 or 1-800-242-8645
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It also allows leaders such as myself who have been in the industry for an entire career, to listen and understand what the concerns and ideas are of the next generation.”

Another challenge in getting younger people to the conference is perception, as Lagendyk explains: “Some bosses believe the conference can be repetitive, or don’t see much value in going and think we can gain more experience staying at work, but I gained a lot from it.”

In response Sychuk says this is where attending the conference shines, as it addresses perceptions and misconceptions. “When you’re in the union, you don’t always understand what’s going on in the trade. The most beneficial thing about the conference is people get to interact with others from areas across North America. It humanizes everyone. The conference is a great cross section of areas of chapters and locals who have really great progressive relationships, and some that aren’t as progressive. It’s great for emerging leaders to be exposed to this,” says Sychuk.

This is why for a number of years now Sychuk has worked closely with Local 280 to ensure a cross section of people get to attend the conference every year. SMACNA-BC brings six people from the management side and six from Local 280, and Local 280 and SMACNA-BC each sponsor an apprentice, bringing the total number of attendees to 14. “Usually you have one business manager and one business agent and four from the rank and file,” he says.

This collaborative approach works. Not only is SMACNA-BC and Local 280 relationship highly respected by peers, but Sychuk says that since doing this he has stopped having to put out so many fires.

Getting more youth involved through the Emerging Leaders Initiative can only be a good thing, and Crowder welcomes it with open arms saying: “I think this is a great idea; getting more people involved adds more layers of thinking and different perspectives.”

As for what these emerging leaders would love to see from the conference, well, let’s leave that for them to tell us.

“One thing that would be really cool would be a seminar on the history of sheet metal union. Being able to better understand the hardships that have been overcome would help people stay true to the union when times get tough. Hearing about the small things people have done that make a big differences is inspiring, and gets younger people interested in thinking of new ways to keep us moving forward. Knowing all the work people have put in to get us where we are today just makes me want to get involved so we can ensure the success of the industry for the next 50-plus years,” Crowder says. ■

This article was reprinted with permission from the November 2021 issue of Partners in Progress. Visit pinp.org to read more.

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Developing a Coaching Culture: What It Takes, and Why It's Needed

Built upon humility and valuing others, it is a subset of servant leadership.



By / Ken Vaughan

Too often, leaders think that they are responsible for making most, if not every, decision in their organizations. Perhaps their ability to make good decisions has played a large part in advancing to a position of leadership, so they continue on that track. Perhaps they enjoy the power or control that they feel in making every decision. Or maybe they just don't trust the people around them to make good decisions.

Often, making decisions at the top seems the most expedient thing to do. Whatever the reason, "the buck stops here (and only here)" is the way that many leaders operate.

When describing a leader's role in his 1974 book *Management*, Peter Drucker listed five specific leadership roles, as follows:

1. Setting objectives
2. Organizing the group
3. Motivating and communicating
4. Measuring performance
5. Developing people

Our task here is not to examine each of these roles, but rather to notice that making every decision is not among the five.

One responsibility that is part of the five, however, is developing people. The way leaders develop people shapes the quality of the decisions their people make. In the book *Built to Last*, Jim Collins describes successful companies as having talent "stacked like cordwood." One of the best ways of developing people and building that talent pool is by incorporating coaching into leadership—in other words, build a coaching culture within the organization.

Culture within an organization can be thought of as the ways we work together and treat people both within and beyond the organization. According to Richard Daft in *The Leadership Experience*, culture can be defined as the set of key values, assumptions, understandings, and norms that are shared by members of an organization and taught to new members as correct. Culture is not a statement but a practice throughout the organization. And culture flows downhill. Especially in small- to mid-size enterprises, the behaviour of the leader(s) of the organization becomes the culture of the organization.

A coaching culture, then, is a set of behaviours in which the skills and practices of coaching become a primary means of interacting. These skills and practices include: demonstrating

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value placed on those people with whom we interact, practicing humility, listening to understand, and asking powerful questions.

These powerful questions are not leading or judgmental, nor simply advice wrapped with a question mark. They are questions seeking to know real thoughts from the real person. This coaching culture, built upon humility and valuing others, could be considered a subset or a specific form of servant leadership.



Characteristics of a Coaching Culture

Beyond the four distinctives—valuing others, practicing humility, listening well, and asking great questions—here are some telltale signs of a coaching culture:

- Multilevel and same-level coaching.
- Team-oriented posture, a sense of mutual ownership; it is an “all for one, one for all” mindset.
- Open, frequent, constructive communication from all stakeholders, both up and down the organizational structure, as well as peer-to-peer.
- Consistent, high-quality feedback at all levels.
- A common coaching practice and language.
- Input sought and freely provided without regard to hierarchy.
- Leaders that are positive role models.
- Clear alignment and integration of human resources.
- A pervasive attitude of servant leadership or serving one another.

A coaching culture is not nirvana nor an environment where everyone always gets along, and no one is ever unhappy. But it can grow to be an organization where all people are valued and where team members at all levels have space to grow, receive honest and helpful feedback, and pursue professional goals. And the end result is that the team members’ and the organization’s goals become more closely aligned.

There are many benefits of building a coaching culture for the organization and the people in the organization, including:

- Empowered and engaged team members.
- Team members feel supported and are willing to take calculated risks.
- Increased productivity.
- Change moves faster and with less resistance.
- Increased buy-in or motivation as team members make or participate in decisions that they then implement.
- High employee satisfaction and commitment.
- Low employee turnover.
- Being an organization that people want to join.

For many organizations, moving from status quo to a coaching culture can be daunting and difficult. And making a half-hearted or poorly executed attempt can cause serious damage to existing relationships, as the gesture can appear manipulative or improperly motivated. So, moving to a coaching culture is not for the faint of heart or those unwilling to experience substantial personal growth and change.

The best way to begin developing a coaching culture is to cultivate strong coaching skills within a small cadre of motivated leaders, remembering that culture flows downhill.

Coaching within an organization generally takes place in three modes: spontaneous, invited, or structured coaching. This well-trained cadre of coaching leaders might then begin by using short, spontaneous coaching whenever they see an opportunity. This spontaneous coaching is much like the idea of providing feedback on the spot. In this case, the practice is to explore decisions and actions as we see them, in order to build and sharpen the decision process.

Eventually, people within the organization will begin to recognize this behaviour as the new norm. The coaching cadre can then begin converting requests for direction or advice into invited coaching discussions. Over time, people will value the developmental advantage and begin asking for structured coaching. They will also begin following the role models they have witnessed. As this develops, it will become time to introduce a coaching vocabulary and teach coaching skills more broadly in the organization. Eventually, if done well, this new mode of behaviour will work its way into most (likely not all) people in the organization, and you will begin to see the results in the way that people interact and work together. ■

Ken Vaughan is president of New Horizon Partners, Inc., a business strategy consulting and leadership coaching and development organization. This article was reprinted with permission from industryweek.com (industryweek.com/leadership/corporate-culture/article/21172619/developing-a-coaching-culture-what-it-takes-and-why-its-important)



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672.515.9103
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SMACNA ISSUES NEW EDITION OF THE HVAC DUCT CONSTRUCTION STANDARDS

SMACNA National has announced the fourth edition of its HVAC Duct Construction Standards – Metal and Flexible is now available. Building on a history of duct construction standards nearly 100 years old, the Fourth Edition of SMACNA’s HVAC Duct Construction Standards – Metal and Flexible represents the state of the art in sheet metal duct fabrication and installation requirements.

As the sole American National Standards Institute (ANSI) accredited standard for fabrication and installation, the HVAC Duct Construction Standards – Metal and Flexible is the code-mandated standard for the industry. The updated 416-page standard was revised to provide contractors, designers, and facility owners with the information they need to apply effective and efficient solutions to their projects. Highlights of the updates to this standard include:

- Added information on spray and aerosolized duct sealants
- Added tables for spiral flat oval duct for positive and negative pressure applications
- Added options for internal supports for spiral flat oval duct
- Updated liner requirements to include non-fiberglass liner types
- Added information for lined round duct and spiral fittings
- Added details for hangers to better illustrate where hangers are required
- Updated requirements for flex duct hanger spacing and hanger width, among other technical updates that will enable the standard to be fully compliant with industry advancements in sheet metal for air distribution systems

“The sheet metal and HVAC industry continues to evolve and adapt to new technologies and those changes are reflected in this new edition of the HVAC Duct Construction Standards,” said Vince Sandusky, SMACNA’s out-going chief executive officer. “We’ve provided best-in-class information that allows code officials, design professionals, and contractors to deliver safe, modern, and resource-efficient constructed duct systems.”

Technical standards and manuals developed by SMACNA members have worldwide acceptance by the construction and code community, as well as local and national government agencies. SMACNA standards and manuals address all facets of the sheet metal and HVAC industry—including duct construction and installation, indoor air quality, energy recovery, roofing and architectural sheet metal, welding, and commissioning—and advancements are made possible by those in the industry who provide suggestions for improvement based on knowledge, experience, and research.

Materials, including the latest edition of the HVAC Duct Construction Standards – Metal and Flexible, are available to order in book or PDF format via SMACNA-BC at smacnabc@smacna-bc.org.

For more information on SMACNA’s industry-leading standards, visit smacna.org/resources/technical/technical-standards. ■

MEP INNOVATION CONFERENCE

Jan 24, 2022 - Jan 26, 2022

For the second consecutive year, SMACNA has partnered with The Mechanical Contractors Association of America (MCAA) and the National Electric Contractors Association (NECA) on the annual MEP Innovation Conference, to be held January 24 to January 26, 2022.

This three-day technology conference for mechanical, electrical, plumbing, service and sheet metal contractors and their staffs provides educational sessions at all levels of experience, and opportunities to learn about the latest industry innovations in software, tools, and technologies.

As part of the joint partnership, conference attendance is open to all members of MCAA, NECA and SMACNA and their union counterparts for the second consecutive year.

Learn more at smacna.org/learn/events/calendar/mep-innovation-conference ■

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We look forward to seeing you in Las Vegas March 1 & 2, 2022!

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CEILING SMUDGING

Smudging is more commonly known among First Nations as a ceremonial burning of one or more medicines gathered from nature. In our world of HVAC, smudging is a term used to describe dirt being deposited on the ceiling around a supply diffuser.

Overhead air distribution is one of the most common ways of distributing conditioned air into a space. When done properly, it mixes cool supply air with warmer room air to create a comfortable, tempered environment for occupants. The process, however, does not come without moving fine dust particles, which may contribute to a phenomenon known as “ceiling smudging”.

The problem of dirt collecting around ceiling diffusers has been a concern in the air distribution industry for a long time. Some people have asked about this dirt and the impact on indoor air quality (IAQ).

When air jets leave the diffuser face, they connect themselves to the ceiling. This is called Coanda Effect. The ASHRAE Handbook on HVAC Systems and Equipment 2020 describes Coanda effect as,

“An airstream moving adjacent to or in contact with a wall or ceiling creates a low pressure area immediately to that surface, causing the air to remain in contact with the surface substantially throughout the length of throw. This Coanda effect, also referred to as the surface or ceiling effect, counteracts the drop of a horizontally projected cool airstream.”

So, as the jet crosses the ceiling, it is constantly entraining more room air into the jet. The air velocity creates the low-pressure area. The higher the velocity, the lower the pressure. The highest velocity is closest to the diffuser discharge area. For perforated diffusers, it is across the entire face of the diffuser.

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The Handbook also states:

“Smudging is the deposition of particles on the air outlet or a surface near the outlet. Particles are entrained into the primary discharge jet and impinged onto the device or ceiling surface in areas of lower pressure. Smudging tends to be heavier in high traffic areas near building entrances, where particles are brought into a space.”

Regular cleaning of floors and other surfaces in the room where the outlet is located will drastically reduce the amount of dirt within the space. Smudging, in turn, can normally be reduced by cleaning your carpets and floors and reducing dirt carried into the building.

The dirt on the diffusers can usually be easily wiped off with a damp cloth or disinfecting wipe. Be sure to dry after cleaning to reduce the possibility of more dirt impinging on the surface. ■

SMART Local 280 /SMACNA-BC Partnership



Left: Jud Martell, Local Union No. 280 President.
Right: Bernie Antchak, Northwest Sheet Metal Ltd., SMACNA-BC Past President.



Labour & Management
“Embracing the Challenge”

- B. Flaherty, Cornell University, Syracuse, N.Y.

LABOUR MARKET, PART I

Creating incentives for the new hires is one way of ensuring you retain good employees for the long run.

If you are having trouble getting qualified tradespeople, you are not alone; and if you are not having a problem in this area, you are one of the very few. BuildForce Canada issued a press release in March of this year regarding labour issues for the remainder of the decade. Their report provides a summary of key points and a detailed analysis for each province. To read the full report, visit constructionforecasts.ca.

Since I am based in BC, I will highlight the BC segment of the report.

Period of Growth

British Columbia is poised to enter a very steep period of growth. Last year was a poor year for the construction sector as projects were deferred. Not to mention this was our first material decline in a decade.

This year started off much better with several projects coming back online. There is quite a queue for building permits, with demand in all industry segments very high. As a result, BC will need to add almost 60,000 workers in the next decade. That is an expansion of 17,800 additional workers or 10 per cent increase in the workforce, which is problematic as 22 per cent of the trades are expected to retire by the end of the decade. That's 41,000 retirees.

Underutilized Labour Force

Twenty-four per cent of BC's construction labour force are new immigrants, while the overall percentage for Canada is 29 per cent. BC is due to receive an average of 69,000 new immigrants each year between 2021 and 2030.

The mechanical trades seem to be the best trades poised to attract new entrants, except for the boilermakers and gasfitters. Many segments of construction are going to have a more challenging time getting labour. The boilermaker, carpenter, gasfitter, glazier, heavy equipment operator, industrial electrician, insulator, lather, painter, roofer, and welder trades were identified as at risk of being undersupplied.

The non-residential sector alone is expected to require an additional 11,500 workers (up to 16 per cent) to keep pace with demands.

According to the report, only six per cent of tradespeople employed were female and only 5.7 per cent were Indigenous in 2020.

Recruitment of Workers

The main conclusions from the report are easy to define. There will be a shortage of workers, some trades will hurt



By Ron Coleman

more than others, and the traditional pool of English and French-speaking workers will be diminished. Additionally, with 69,000 new immigrants expected to come to BC, there is an untapped labour force that will also require housing and infrastructure to support the growing population.

This raises the question; in the next decade, where are we going to find 60,000 workers with trade qualifications?

The main source for recruiting labour will be females, Indigenous people, racialized Canadians, new immigrants, and people with disabilities. The other option is to try and fill jobs with workers from other industries, other parts of Canada, or foreign workers. However, tapping into these markets will require reviewing policies and procedures around recruitment, retention, and multiculturalism. Recruitment and retention are going to be significant issues for most of us over the coming years. Too often, we train workers only to see them leave us for other opportunities. Some of my clients say they hire someone, and they're a no-show on day one.

Each company needs to tailor their approach to the market they are targeting. When looking for new hires, make sure you spell out clearly what is being offered and how it meets their expectations.

Incentives to Attract New Hires

Some strategies that I would recommend to consider are offering current employees a finder's fee of \$500, if they recommend someone that gets hired and stays for a minimum of six months.

Another strategy could be providing retention bonuses to employees who stay for 12 months. Employers could develop a profit-sharing program or a share ownership program. Providing non-taxable benefits such as a cell phone allowance, cell phone charging equipment, holders, screen protectors, or earbuds could be another strategy.

Double-check with your accountant to ensure you are not creating future problems with the Canada Revenue Agency (CRA) for either you or the employee.

Talking of the CRA, there are two \$500 programs that you can give to employees that involve gifts and awards. There

continued from page 23

SAFETY BUY-IN STARTS WITH A SINGLE THOUGHT

Business development is the focus of most companies. Getting more customers, making more sales, upselling existing clients. Companies hone and adjust their marketing messages to attract more revenues. When more clients buy from us, there is cause for celebration.

Sometimes, what's being sold is a product, sometimes a service, sometimes an idea or point-of-view. But business doesn't develop until someone buys something.

In order to buy, someone needs to sell.

When you're a job seeker, you're selling yourself. Lawyers are selling to juries to keep their clients out of prison. When you go looking for a raise, you're selling your value and experience.

Even the consultants and self-proclaimed experts who try to dominate the LinkedIn discussions are trying (seemingly desperately) to sell their point-of-view. Unfortunately, cynicism, mockery, and ridicule are ineffective tools in getting others to buy-in.

However, when we try to get our employees to improve their safety performance, we are in effect, trying to get buy-in to our way of doing things. That is selling. Before someone will "buy" someone else has to "sell."

Internal marketing is key to safety buy-in.

We are selling to our internal customers, our employees. This is internal marketing, and it is necessary to get buy-in to any goal, idea, or even the safety program.

Internal marketing is the best way to help employees make a powerful emotional connection to safety. Without that emotional connection, employees can undermine safety unconsciously.

In some cases, it is because they simply don't understand what it is that you want them to do, specifically. So, they end up working at cross-purposes. It may be that employees feel disengaged or even hostile toward their own company. Employees don't want to give their all to an employer who doesn't seem to value them or their contribution.

However, when employees believe in the mission and they buy-in to the plan to achieve that mission, they're more motivated to work harder and their loyalty to the company increases. Employees become more unified and inspired by a common sense of purpose and identity.

Create a unified vision for safety.

An organization that doesn't understand internal marketing is going to struggle to get employees unified around a common theme based on safety. Oh, there is certainly a need to keep



By Kevin Burns, www.kevburns.com

people informed about the company's safety strategy and direction, but very few organizations understand the need to convince employees of why safety is necessary to achieve the employees' own goals.

What's more, the people who are charged with internal safety communications, like the safety and HR departments, and even the front-line supervisors, don't have the marketing skills to communicate it successfully. Instead, PowerPoint slides, bar graphs and charts, and lots of talk about numbers are the tools of choice. Ineffective tools that are not designed to convince employees of the uniqueness of the company's safety strategy. The intent usually is to tell people what the company is doing, not to sell them on getting behind the idea.

There needs to be a vision for safety, a unifying idea that employees can "live" in their day-to-day activities. And when employees live that vision, they are much more likely to experience their own participation in safety in a way that's consistent with working toward the vision and goals of safety.

The safety mission in a single phrase.

The first step of getting any kind of employee buy-in to the safety program is to get rid of distraction and superfluous numbers assaults. Can you boil down your safety purpose and vision to a single phrase? If you can't, then you're going to struggle with buy-in from your team.

It is imperative that every good communications strategy must revolve around a single idea. That idea needs to become the foundation of how all communication is structured.

That foundational statement needs to be seven words or less. And yes, every organization that I have taken through this exercise has successfully reduced their foundational safety statement to seven or fewer words. And they have felt more powerful and focused as a result.

It is a process that works. No more will you struggle with throwing a bunch of mixed messages out there and hoping something sticks. This is a plan to focus your safety communications on a single foundational idea. And then everything you say after will support that statement.

continued on page 23

REVOKING BUILDING PERMITS AND BEING REASONABLE

When municipal bylaws change, such changes can impact the way a business will make decisions about accepting or rejecting project opportunities. The recent case of *Mullany v. Squamish-Lillooet*, 2019 BCSC 1581 considered a scenario where a bylaw was amended after an application for a building permit had been submitted.

The Facts

The Petitioners owned a property located in the Agricultural Land Reserve in the Squamish Lillooet Regional District (“District”).

The Petitioners planned to convert their existing farm building from a horse riding arena into a medical marijuana production facility. This use was permitted under the zoning bylaws and provincial laws that applied at that time.

The Petitioners applied for a building permit on January 14, 2014.

On October 27, 2014, the District amended its zoning bylaw to prohibit medical marijuana production facilities on parcels of land less than 60 hectares in dimension.

The District issued the Petitioners building permit on December 17, 2014.

The Petitioners commenced work on the property and within the farm building. This included excavating and moving material to permit the construction of a new concrete foundation.

Construction throughout the permit term was intermittent. This was due to the Petitioners need to finalize the interconnection options for the property, propose minor changes, and obtain financing.

On July 12, 2018, the District revoked the building permit without warning to the Petitioners. The stated reason for revocation was that the District had been contacted by a realtor about the property, triggering a review concluding that the Petitioners were in contravention of the bylaws. This was only six months before the permit was set to expire.

The District provided several additional reasons for revoking the building permit, such as being in non-compliance, failure to order an inspection, and a lack of construction progress.

The Petitioners had already incurred approximately \$400,000 in consultant fees and approximately \$2,800,000 in their application to Health Canada to become a licensed producer of marijuana.



By Ted Lewis and Liam Robertson, Kuhn LLP

The Petitioners took the District to court after repeated refusal to extend or reissue the building permit.

The Decision

The court noted that a building inspector has very little discretion to deny a building permit application that complies with the relevant bylaws.

The question becomes whether such decisions are “reasonable”.

A reasonable decision is one that demonstrates justification, transparency, and intelligibility and falls within the range of possible and acceptable outcomes. The District decision fell short of this standard, particularly regarding their decision to revoke the permit when only six months were remaining.

The District argued that the building was not “under construction” and therefore they were able to revoke the permit early. This was because of the slow progress that had been made over the permit term.

The judge found that the Petitioners had showed a “commitment to use” and that construction was “clearly underway”. The judge found that the suddenness of the election to end the permit was unreasonable.

Lessons Learned

- Developers and businesses alike should be aware that municipal decisions may be unreasonable if an application is compliant with the bylaws and is subsequently revoked or rejected.
- Businesses, where possible, should be diligent about maintaining familiarity with current bylaws and bylaw changes that are going to be implemented. These proposed bylaw changes can impact the way businesses operate and reflect an opportunity for businesses to maintain a proactive approach. ■

This article was written by Ted Lewis, lawyer, and Liam Robertson, articled student, who practise in construction law with the law firm of Kuhn LLP. This article is only intended as a guide and cannot cover every situation. It is important to get legal advice for specific situations. If you have any questions or comments about this case or other construction law matters, please contact us at 604.864.8877 (Abbotsford) or 604.684.8668 (Vancouver).

INDUSTRY NEWS

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they both got sick with COVID-19. Ken was particularly hit hard due to underlying health issues and had to be airlifted to hospital for treatment.

Ken was unable to recover and passed away peacefully on June 13 with his wife and daughters at his side. We offer our sincere condolences to his family at this difficult time. ■

AN IPAD FOR EVERY LEVEL 1 STUDENT AT SMWTC

The Sheet Metal Workers Training Centre has partnered with the International Training Institute (iTl) to help students learn remotely. Earlier this year, the Training Centre had 15 level 1 students complete their first-year training. Each student was issued an iPad to support them with their educational goals.

The iPads are part of a new program offered by the iTl to all Level 1 apprentices. The iTl program aims to have an iPad in the hands of their members (including Local 280 members) when apprentices are in the field on the work-based part of their technical training.

With the iTl turning 50 this year, it continually seeks ways to become more high-tech and diversified, and continues to evolve, offering more opportunities to members. Access to iPads provides apprentices with the opportunity to become better acquainted with the use of technology. This is especially important as more and more of our work, school, and family functions are forced online due to the pandemic. Our future is now more intertwined with technology and a more virtual world, one iPad at a time.

Learn more about the iTl at sheetmetal-iti.org ■

CONTRACTORS' ADVICE

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are some restrictions on these so make sure you speak with your accountant.

Other retention options could involve financing education for new hire (offered to the employee or family), providing extra vacation days after a certain number of years, or offering extended benefits and RRP programs. Providing access to financial planners for employees could be another option.

Apprentices are urgently needed. The federal government has introduced the Apprenticeship Service program for first-year apprentices in the construction and manufacturing Red Seal trades. Employers can receive up to \$5,000 for all first-year apprenticeships to cover salaries and training. This incentive will be doubled to \$10,000 for hiring these underrepresented, including women, racialized Canadians, and persons with disabilities. The program is expected to start this year.

In addition, there are federal and provincial payouts for all apprentices. Make sure you discuss this with your accountants. Each province has different programs. If you have had apprentices in recent years, you can refile tax returns going back three years.

Takeaway

Apart from managing labour issues, there are many other options that are available to ensure our businesses' viability. We will cover this in part two of this article. But, in the meantime, start brainstorming with your employees. Share this article with them and ask them for their input and use their ideas. You may be amazed by their input and how it will help you grow and become an employer of choice. ■

Ron Coleman is a Vancouver-based accountant, management consultant, author, and educator specializing in the construction industry. He can be reached by email at ronald@ronaldcoeman.ca

SAFETY

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If you want to get employee buy-in to safety, the best way to start is with a single foundational statement. The RYT Program is where you start. Check it out: kevburns.com/marketing-for-employee-buy-in. ■

Learn more about the RYT Program at kevburns.com/marketing-for-employee-buy-in.

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