Preparing today for a strong tomorrow
About BuildForce Canada

Since 2001, BuildForce Canada (formerly the Construction Sector Council) has provided the country’s construction and maintenance industry with the information and resources it needs to meet and manage its workforce requirements.

Focusing on three key areas — labour market information, recruitment and retention, and e-learning and skills development — our programs and initiatives build the sector’s capacity and capability to meet current and future workforce demand.

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Our third year as BuildForce Canada was both productive and satisfying. We enhanced our e-learning offerings, hosted our first-ever National Strategy Summit and added greater detail to our labour market information (LMI) to better reflect Canada’s changing economic situation. What made these achievements satisfying was that they were the result of dedicated effort by our entire team.

We simply could not do what we do without the support of many talented people. Our Board of Directors — including the three new members welcomed over the last year — helps us maintain a clear focus on priorities. All of our staff members do an outstanding job delivering on our projects and initiatives. And our economists couldn’t prepare their LMI reports without the many volunteers across Canada who make up our provincial LMI committees.

That collective effort has earned BuildForce the industry’s trust. I am grateful that the overwhelming majority of our partners chose to renew their commitments in 2015–2016. It speaks volumes about their willingness to come together and discuss, with one voice, the issues facing the industry as a whole.

That willingness was clear at our National Construction and Maintenance Industry Strategy Summit, held last June in Ottawa. Bringing together construction owners, labour, contractors and government officials, the Summit revealed six priorities for the industry going forward: recruitment, training, retention, mobility, productivity and stakeholder engagement. We have already begun to take a look at productivity specifically — and will be doing more work in this area over the coming year.

Another ongoing priority for us will be to work with the new federal government to ensure our continued ability to equip Canada’s economically vital construction and maintenance industry with strategically valuable, actionable LMI material. Events like the Summit prove that we speak on behalf of the entire industry and remain best suited to carry on this critical work.

I cannot conclude this message without mentioning my predecessor, Bob Blakely, whose commitment to collaboration was the steadying force needed as we transitioned from the Construction Sector Council to BuildForce Canada. He epitomized the cooperative spirit with which we pursue our work. As we attempt to solve the complex challenges related to the economy, funding and recruitment, that collaborative approach will only become more important: we need everyone at the same table to address tomorrow’s challenges — and seize its opportunities.

John Schubert
Chair of the Board of Directors
BuildForce Canada
“We need everyone at the same table to address tomorrow’s challenges – and seize its opportunities.”
A
fter more than 15 years of significant growth, Canada’s construction sector entered into a period of slower growth last year. While this relieved some of the pressure on industry to find skilled tradespeople, it would be dangerous to mistake a short-term slowdown for long-term reality: when this current down-cycle turns around, our industry will still need to replace a quarter of a million workers who will be retiring in the years ahead.

Which means it’s time to start preparing now for the better days to come.

We have to begin recruiting the workforce of tomorrow. We have to invest in training so workers can adapt their skills to the market — by helping them shift from new construction to maintenance or renovation, for example. We need to put in place mentoring programs before we lose the knowledge and experience of the older generation. We have to do all of this and find ways to improve productivity so Canada remains competitive on the global stage.

With all of that in mind, we at BuildForce Canada have improved our labour market information, developing new forecasting models to take a microscopic look at all aspects of construction, from commercial and industrial to residential and institutional. We’re keeping a closer eye on shifting project schedules and the implications they have on jobs across Canada. And we’ve focused on more accurately measuring the impact of the short-term, seasonal nature of maintenance work.

In e-learning, we launched a new ethics course and are in the process of updating our existing courses. And we’re reaching even more youth with information about careers in construction by building off last year’s successful social media campaigns. Engagement will continue to be a top priority going forward, leading up to the launch of our new magazine later this year.

As always, I want to thank our many strategic partners for their continued support, including the Canadian Home Builders’ Association, who joined us this past year. Led by our new Chair, John Schubert, we will continue to bring the entire industry together under one banner — and ensure it is fully prepared for when the next up-cycle arrives.

Rosemary Sparks
Executive Director
BuildForce Canada

Our strategic industry partners

The work we do would not be possible without the support of the following partners:
- Alberta Council of Turnaround Industry Maintenance Stakeholders
- BC Hydro
- Canada’s Building Trades Unions
- Canadian Construction Association
- Canadian Home Builders’ Association
- Canadian Natural Resources Limited
- CLAC
- Irving Oil
- Manitoba Hydro
- Merit Canada
- Nalcor Energy
- National Construction Labour Relations Alliance
- Nexen Energy ULC
- Ontario Power Generation
- Progressive Contractors Association of Canada
- Shell Canada
- Suncor Energy
- Syncrude Canada
Change brings challenge. It also brings opportunity.

In 2015–2016, Canada’s construction and maintenance industry experienced slower growth, weathered shifting markets and faced the prospect of an aging workforce about to retire. Yet with those changes is the opportunity to prepare smartly and strategically for a strong tomorrow.

By investing in labour market forecasting, career promotion, training and stakeholder engagement, BuildForce Canada is supporting the industry’s evolving needs — and ensuring its long-term vitality.
Replacing a retiring workforce

With some 250,000 skilled tradespeople expected to retire between 2016 and 2025, BuildForce Canada is helping construction and maintenance companies project their short- and long-term labour needs more accurately while also attracting the next generation of workers to the industry.

Promoting careers in construction

The impending loss of a generation of skilled tradespeople means that, even though growth has temporarily slowed, construction and maintenance companies still need to focus on recruitment and replenishing the workforce. Yet attracting young people to construction careers can be hard when work volumes are down because the opportunities may seem limited. Through our Careers in Construction website (careersinconstruction.ca) and a growing social media presence on platforms like Facebook, YouTube, Twitter and Pinterest, we’re changing perceptions and promoting the industry’s long-term career potential.

Our message is being heard. Facebook page “likes” have more than tripled over the past year, 53 percent of those coming from people aged 18 to 24. Our Facebook page is driving more traffic than ever before to Careers in Construction, with referrals up 153 percent over 2014–2015. The total number of visitors to Careers in Construction increased by five percent over the previous year, largely due to our near-daily posts on Facebook and Twitter — and we continue to update the site regularly to give youth a more accurate picture of industry demand. The 22 videos on our YouTube page received a total of 16,000 views in 2015–2016 — up from 7,300 the year before.

A new LMI approach to meet industry needs

We have made a number of enhancements to the way we track and present labour market information, all aiming to ensure industry members have the data they need to plan more effectively for today and tomorrow. For example, 2015–2016 saw increased uncertainty about the timing of major resource-development projects, especially those related to oil and natural gas. As shifting schedules can have a significant impact on labour market conditions both provincially and at the national level, we have included more frequent reviews of major projects, paying particular attention to their final approvals as well as the changing economic conditions that may affect their timelines.
## Key Figures

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Increase in Facebook page “Likes”</td>
<td>212%</td>
</tr>
<tr>
<td>Visitors to the Careers in Construction Website</td>
<td>127,000</td>
</tr>
<tr>
<td>Video views on our YouTube channel</td>
<td>16,400</td>
</tr>
<tr>
<td>Visits to our Twitter page</td>
<td>4,400</td>
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Preparing today for a strong tomorrow
Training for the up-cycle

To ensure companies across Canada can hit the ground running when the market rebounds, BuildForce Canada continues to work closely with industry partners to enhance and add to its lineup of online training courses.

Expanding our training offering

Our E-Learning Centre (elearning.buildforce.ca) offers online courses on everything from construction law to pipeline safety. To continue offering the type of training the industry needs, in 2015–2016 we partnered with the Canadian Construction Association to develop a new course promoting ethical standards of behaviour for the construction industry. Created in collaboration with an industry committee to reflect real-world construction situations, the course provides clear, practical guidance to help contractors, suppliers, managers and supervisors navigate ethical “grey areas” that can arise on the job. Launched in April 2016, this new course brings our total number of Gold Seal-certified training courses up to an even 10.

Building a better learning management system

In May 2015 BuildForce completed an upgrade of its learning management system (LMS), the hub through which its training courses are delivered. The enhancements include content management features that make it easier for BuildForce staff to change site content in real time; customization options to accommodate expanded services for current and future course distributors; features to make technical support more efficient and effective; and a cleaner interface that offers cross-browser support and a fully re-designed registration process for a better user experience. As of March 2016, there were more than 67,000 learners in our system — up from 50,000 the year before.

Committed to continuous improvement

To deliver the best possible online learning experience, we need to keep pace with the latest technologies used by today’s learners. As the Internet moves away from Flash-based content, we are converting all our courses to the HTML5 standard — starting with the First Level Supervisor Course — to ensure they can be accessed on a greater number of devices. We have also developed a plan to actively review each course’s content and update them as necessary to ensure they remain relevant.
**Preparing today for a strong tomorrow**

<table>
<thead>
<tr>
<th></th>
<th>10</th>
<th>67,200</th>
<th>14,100</th>
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<tr>
<td>Gold Seal-Certified Training Courses Offered to Industry</td>
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<tr>
<td>Learners Registered in the E-Learning Centre</td>
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<td>Courses Purchased</td>
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<tr>
<td>Courses Completed</td>
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Understanding market opportunities

TO MAKE SMART, FUTURE-MINDED WORKFORCE-MANAGEMENT DECISIONS, THE CONSTRUCTION AND MAINTENANCE INDUSTRY NEEDS BOTH A CLEAR VIEW OF THE BIG PICTURE AND QUICK INSIGHT INTO THE DETAILS THAT COUNT. IN 2015–2016, BUILDFORCE FOCUSED ON PROVIDING MORE IN-DEPTH INFORMATION FOR SPECIFIC MARKET SEGMENTS, ULTIMATELY REVEALING A MORE COMPLETE PERSPECTIVE ON SECTOR TRENDS.

An improved forecasting model for maintenance

While new investment in oil and gas projects has stalled, the need to maintain existing major resource-related infrastructure will only continue to grow. Building on work begun in 2014–2015, last year we continued to refine a new analytical approach that yields detailed intelligence on seasonal, short-term maintenance work. Measuring monthly demand variations and trends rather than just annual averages, this new model will be fully in place for next year's labour market scenario, allowing us to capture more accurate data and tell a more complete story about the market pressures associated with maintenance.

Shining the spotlight on residential construction

The dynamics of the residential construction market are often quite different than those of engineering, commercial and industrial construction. Yet until now, our annual forecast was unable to dive deep into the differences between them. Working with new supply information, our 2016–2025 labour market scenario was able — for the first time — to provide separate labour market rankings and estimates for trades and occupations in both residential and non-residential construction. Our scenario now looks closely at areas such as changes in the residential construction labour force (including retirements, new entrants and net mobility requirements), allowing for more in-depth assessments of market conditions by sector and trade.

As a result of this differentiation, we were able to publish two complementary 10–year forecasts in 2015–2016: our first-ever Labour Market Assessments for the Residential Construction Industry report, which focuses exclusively on the residential construction sector; and the traditional Construction and Maintenance Looking Forward report, which offers a 10–year scenario of workforce supply and demand by trade, province and region.
34 trades and occupations tracked in our LMI forecast

18 regions tracked across Canada

6,200 downloads of LMI reports

3 custom impact analysis projects completed
Sharing knowledge as market shifts happen

TIMING IS KEY TO GETTING THE GREATEST VALUE OUT OF LABOUR MARKET INSIGHTS AND POSITIONING SUCCESSFULLY FOR THE FUTURE. LAST YEAR BUILDFORCE WORKED HARD TO ENSURE ITS LABOUR MARKET INFORMATION WAS ACCURATE AND UP TO DATE — AND SHARED IT ACTIVELY THROUGH OUTREACH AND STAKEHOLDER ENGAGEMENT.

AS "REAL TIME" AS POSSIBLE

It’s hard enough to forecast labour market conditions a year in advance during a period of stability. When the economic landscape shifts dramatically from month to month, getting that forecast “right” — and providing relevant and usable LMI data to stakeholders — demands down-to-the-wire adjustment and refinement. As in 2014–2015, much of our 2016–2025 scenario development had to be fine-tuned just before publication as Canada’s economic situation evolved, especially in oil-producing regions like Alberta and Newfoundland and Labrador. While a given scenario-based forecast must stand once published, BuildForce gives presentations at industry events and submits articles for publication to keep stakeholders aware of how market changes are affecting previously published data.

BRINGING EVERYBODY TO THE SAME TABLE

Conferences and events are important venues for informing industry members about market trends. In June 2015, we hosted our first-ever National Construction and Maintenance Industry Strategy Summit, expanding on the objectives of our National Owners Forum. We invited labour, contractor groups and government to the table so they could talk with construction owners about the major issues and concerns facing the industry as a whole. This led to the identification of six key priority areas to be addressed over the coming years. Five of the six priorities pertain to skills development and labour shortages: recruitment, training, retention, productivity and worker mobility. The other, stakeholder engagement, looks to ensure industry stakeholders can participate in BuildForce programs and initiatives in more meaningful ways.

It was decided that the first priority to be addressed in the near term would be productivity. The newly formed Productivity Steering Committee held its first meeting in January 2016 to define the factors that contribute to productivity, discuss how to measure it in our industry context, and create a workplan for BuildForce-led initiatives to raise awareness about why productivity matters and how it can be improved. Work on this and the other priorities emerging from the Summit will continue through 2016–2017. Based on positive feedback, we plan to hold a Summit like this every two years.
<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>30</td>
<td>Presentations made to industry groups</td>
</tr>
<tr>
<td>86</td>
<td>Industry leaders who attended the National Strategy Summit</td>
</tr>
<tr>
<td>6</td>
<td>Key priorities identified at the National Strategy Summit</td>
</tr>
<tr>
<td>20</td>
<td>National productivity steering committee members</td>
</tr>
</tbody>
</table>
Financial overview

BuildForce Canada’s programs and services are funded through three primary sources:

» Industry contributions, generously provided by our strategic partners to help sustain our organization
» Government funding, which supports our labour market forecasting
» Revenue generation, primarily from the sale of online courses and custom LMI impact analyses, which helps offset our operating costs.
## Current year revenue

The new funding model brings together industry, government and revenue generation.

<table>
<thead>
<tr>
<th></th>
<th>March 31, 2016</th>
<th>March 31, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support and revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government contributions</td>
<td>970,511</td>
<td>981,368</td>
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<tr>
<td>Industry contributions</td>
<td>351,585</td>
<td>360,055</td>
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<tr>
<td>Product sales</td>
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<td>In-kind contributions</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
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<td></td>
<td></td>
</tr>
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<td>General and administrative</td>
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<td>Professional</td>
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<td><strong>Total net revenue</strong></td>
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<td><strong>$378,944</strong></td>
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## Financial summary

**FOR THE FISCAL YEARS ENDING ON MARCH 31, 2016 AND 2015**

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### Asset, liability & net asset summary

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<tr>
<th></th>
<th>March 31, 2016</th>
<th>March 31, 2015</th>
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<tbody>
<tr>
<td>Current assets</td>
<td>2,107,067</td>
<td>1,792,210</td>
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<tr>
<td>Term deposits</td>
<td>407,817</td>
<td>600,000</td>
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<tr>
<td>Tangible and intangible assets</td>
<td>17,131</td>
<td>75,885</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$2,532,015</strong></td>
<td><strong>$2,468,095</strong></td>
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<tr>
<td>Current liabilities</td>
<td>272,966</td>
<td>279,869</td>
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<tr>
<td>Other payables</td>
<td>—</td>
<td>12,285</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>2,259,049</td>
<td>2,175,941</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$2,532,015</strong></td>
<td><strong>$2,468,095</strong></td>
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</table>

Note: The figures that appear in the financial summary are derived from the 2016 & 2015 financial statements that have been audited by BDO Canada LLP and have received an unqualified opinion.
Our team
BuildForce Canada Board of Directors

As of March 31, 2016, our Board of Directors consisted of the following representatives from contractors, owners and labour organizations:

**JOHN SCHUBERT (CHAIR)**
President, McCain Electric
Past Chair, Canadian Construction Association

**CHRISTINA TAYLOR (VICE CHAIR)**
Manager, Labour Relations and Workforce Development, Irving Oil

**ROBERT BLAKELY (PAST CHAIR)**
Director of Canadian Affairs, Building and Construction Trades Department, American Federation of Labor & Congress of Industrial Organizations

**PAUL DE JONG**
President, Progressive Contractors Association of Canada

**PATRICK DILLON**
Business Manager & Secretary Treasurer, Provincial Building and Construction Trades Council of Ontario

**BILL EARIS**
Divisional Manager, Generation Construction & Contract Management, BC Hydro

**JOHN FLORES**
General Manager, Construction Project Services, Suncor Energy Services

**DICK HEINEN**
Executive Director, CLAC

**SABINE JUST**
Director of Training, Independent Contractors and Business Association

**ROBERT KUCHERAN**
General Vice President, International Union of Painters and Allied Trades; Chair of the Executive Board, Canada’s Building Trades Union

**JASON PETERSON**
HPMA Managing Director & Labour Relations Lead, Business Support, Manitoba Hydro

**CLYDE SCOLLAN**
President & CEO, Construction Labour Relations Association of BC

*Preparing today for a strong tomorrow*
BuildForce Canada team

As of March 31, 2016, the BuildForce team consisted of the following people:

**ROSEMARY SPARKS**
Executive Director

**TARA RICCI**
Manager, Finance & Administration

**ANN EDWARDS**
Office Administration & E-Learning Support

**MAGALI JACQUEL**
Accounting & Office Assistant

**ERNIE STOKES**
Senior Economist

**BOB COLLINS**
Economist

**BILL EMPEY**
Economist

**KLAYTON GONCALVES**
LMI Analyst

**SANJAY SUNDARAM**
Director, E-Learning

**TIM BOLGER**
Manager, Learning Innovation

**RASHA SAYMEH**
Instructional Designer

**PAMELA FEENY**
Coordinator, Creative Services
BuildForce Canada
220 Laurier Ave. W., Suite 1150, Ottawa, Ontario K1P 5Z9

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info@buildforce.ca

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www.constructionforecasts.ca
www.careersinconstruction.ca