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BUSINESS & INDUSTRY

Saskatchewan

SPRING 2015
VOLUME 4 ISSUE 1

45 YEARS & 5 DIVISIONS STRONG

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THE MINING EDITION


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FIRST**WORD**

WITH BUSINESS & INDUSTRY ASSOCIATE PUBLISHER, PAUL HUBER

I am Prairie proud! And I am especially proud to showcase a bunnyhug sent to me by Cole Thorpe, founder of Prairie Proud. Please find their great story inside about bringing pride to this province and charitably giving back at the same time.

In every edition we print, I am constantly impressed with the people, stories and motivation in this province. *Business & Industry* is pleased to showcase Northern Strands in this spring edition. Owner Garry Clarke tells the inspiring story of this company's rise. It is fascinating to get a personal and intimate view into one of Saskatchewan's most important sectors: mining. We often forget the cultural and historic significance of this sector to the province, its long established roots and the impact the people involved have made on Saskatchewan.

Be sure to read about the Williston Basin Petroleum Conference happening in Regina at the end of April. *Business & Industry* is pleased to be an official media partner at the conference and we are excited to see all the great companies and speakers being showcased. Despite the current downturn in oil, this conference is a testament to the many companies willing to weather the storm and reap the rewards this sector has to offer when times eventually improve.

As always, please visit our website, www.businessandindustry.ca, to view all our online content. Feel free to send any and all feedback about the magazine and our content, and be sure to follow us on Facebook and Twitter.

Paul Huber

BUSINESS & INDUSTRY
Saskatchewan

VOLUME 4 ISSUE 1

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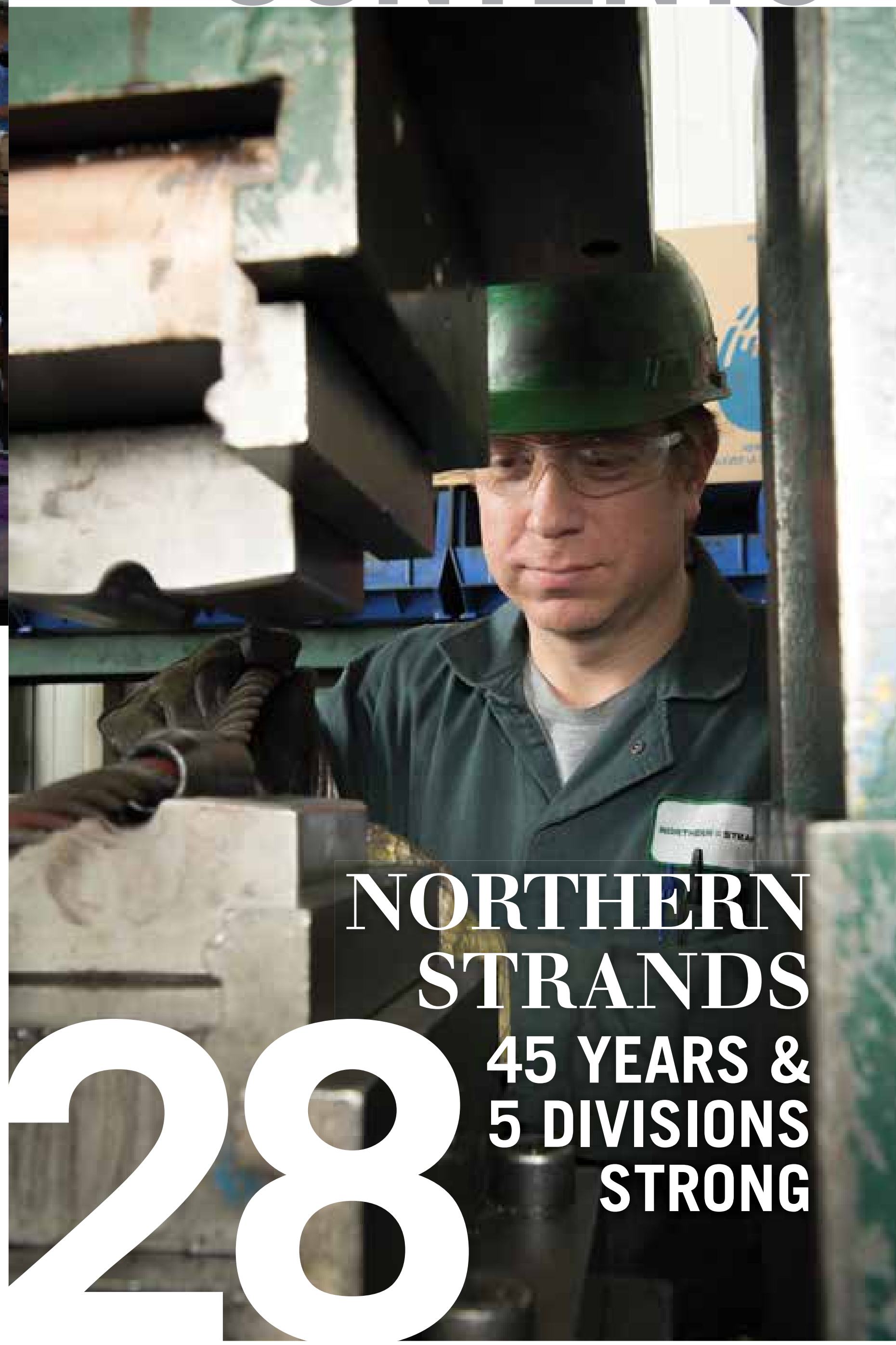
NORTHERN STRANDS
28
45 YEARS & 5 DIVISIONS STRONG

EVENT CALENDAR

Upcoming Conventions, Trade Shows, Workshops and Events

APRIL - JUNE 2015

- **APRIL 28-30**
  2015 Williston Basin Petroleum Conference
  Evraz Place, Regina

- **MAY 7-8**
  Women Entrepreneurs of Saskatchewan – Celebrating 20 Years Business Conference & AGM
  TCU Place, Saskatoon

- **MAY 14**
  SABEX Awards Gala 2015
  Prairieland Park Trade & Convention Centre, Saskatoon

- **MAY 26**
  Business Luncheon – Let's Talk Exports 2015
  STEP Saskatchewan Trade & Export Partnership
  Delta Hotel, Regina

- **MAY 26-27**
  Saskatchewan Forum 2015
  Delta Bessborough, Saskatoon

- **JUNE 3-4**
  Saskatchewan Oil and Gas Show
  Weyburn Exhibition Grounds, Weyburn

- **JUNE 17-19**
  Canada's Farm Progress Show
  Evraz Place, Regina

Taking SAFETY HOME

BY SASKATCHEWAN WORKERS' COMPENSATION BOARD (WCB) PHOTOS COURTESY CAMECO

It's the call every supervisor dreads: "I've fallen off a ladder at home. I'm not sure how long I'll be off work." For the person hurt, in addition to pain and potential disability, the weeks off work can mean financial loss and inconvenience to family and friends. For the employer, it means scrambling to fill shifts, lost productivity and possibly hiring a temporary replacement.

Phil Germain, vice president of Prevention and Employer Services at the Saskatchewan Workers' Compensation Board says, "An injury affects you everywhere. An injury at work affects you at home and vice versa. Achieving Mission: Zero is about zero injuries whether you are at home, on the highway, at work, at the cabin or on the boat."

He explains that building a safety culture at work and investing in safety training is an investment into a whole community. "At work there is someone watching to

make sure you wear your PPE because of a policy. At home you have to do it on your own. It has to be your decision. Watching for hazards and dealing with them effectively has to become a habit."

A recent survey by Cameco at two northern Saskatchewan mine sites shows workers are taking safety habits home with them, using their training to volunteer in their communities and talking about safety with family and friends.

Alice Wong, senior vice-president and chief corporate officer at Cameco, says this fulfills Cameco's hope for their staff. Being immersed in the company's safety culture begins on a person's first day at Cameco and continues throughout their career, and they want those values to continue when the shift ends. "Our safety mantra is 'No job is so important that we cannot take the time to do it safely.' We expect all employees to consider safety in any activity they undertake as part of their work, whether it's walking up a staircase in an office building or operating heavy equipment. People take safety awareness home with them and we hope they apply it in everything they do."

Cameco uses a model of coaching — not enforcement — to teach safety. Every meeting begins with a safety moment and each shift begins with a Tool Box talk where safety is the first agenda item. Each task is evaluated for hazards and those are then mitigated. They hold weekly safety huddles so everyone has a voice. Some mine sites recognize employees who meet criteria as safety leaders at an annual award ceremony for safe workers.

In the survey, the Cameco employees identified the safety huddles as one of the most valuable ways to maintain the safety culture.

Training Makes a Difference

The majority of those surveyed said that training changed their attitude and behaviour. After receiving workplace training, they pay more attention to potential hazards and keep safety foremost in their daily activities. They felt they followed instructions better, didn't use shortcuts and worked more carefully.

When asked if they use their workplace safety skills at home, more than 80 per cent of employees said yes. They said they are more active in identifying dangers or unsafe practices, more conscious of slowing down, keeping organized and planning activities. They said they are more likely to use PPE such as safety glasses, harnesses and other protective gear. They also said they used what they had learned about the use of fire detectors and extinguishers, safe lifting, power tool safety, confined spaces, ladder safety and electrical safety, first aid and WHMIS training. They also became safer on the road and on the water, reporting they used life jackets and seatbelts more, practiced safer boating and drove safer.

Over half the people surveyed reported sharing their first aid training, fire safety and safe equipment operation training with other people. They also encouraged other people to wear PPE and using proper equipment.

Two-thirds of respondents said they are using their safety skills at home for the benefit of their communities, in roles such as volunteer first responders.

Germain says, "Safety at work has a ripple effect into our home and communities. That's why two of the principles of the Health and Safety Leadership Charter directly address the importance of leaders and employers bringing safety to the wider community. Employers who invest in safety training and building a safety culture are investing in our communities." ■

OPPOSITE PAGE Cigar Lake mine emergency response team members ensure they are ready for any possible incident
THIS PAGE TOP Employees at Cigar Lake mine meet to prepare for their shift **BOTTOM** Alice Wong

THREE KEY STRATEGIES FOR LEADING "GENERATION Y" EMPLOYEES

BY JEANNE MARTINSON, MA

Having challenges leading or managing your Generation Y employees? Even if you fall into this generational category yourself, you too may be surprised how different Generation Y may be compared to the three older sets of talent you have in your organization.

Generational differences are not so much about the age the person is but the age they were raised in. What were the social, economic and political factors of their youth? How were they influenced by their parents, educators and media?

You have no doubt heard a fair bit about this newest workforce generation, but all Gen Ys are not alike. The stereotypical Gen Y grew up as a single child or one of only two children, in an urban environment, by middle-class parents of western European descent who worked for others rather for themselves. (However, as soon as other factors come into play such as entrepreneurial parents, rural upbringing, larger family, or immigrant experience, the person who may be chronologically Gen Y is not a typically behaved one.)

For the purpose of this discussion, let us look at three specific ways to increase your leadership relationship with the typical Gen Ys you have on your team:

STRATEGY ONE:
Hire Smart or Lead Tough

If you don't manage the interviewing process for Gen Y employees correctly, you may be managing misunderstandings into the future. The common sense or understanding that exists within one generation has been thinly stretched when it comes to the understanding of work a Gen Y or a Boomer might hold. This lack of "common" sense between the generations can create misunderstandings that lead to job change, conflict and poor productivity.

For example, Gen Ys were raised with a negotiating mindset where they negotiated sleep times and privileges with their parents, and assignment topics and deadlines with their teachers and professors. To some Gen Ys, everything is negotiable. So when an interviewer suggests to a Gen Y candidate that the work hours are flexible, a Gen Y may interpret this to mean the organization is open for a 11 a.m. to 7 p.m. work shift, when the interviewer only meant that instead of 8:30 a.m., employees can come in as early as 7:30 a.m. or as late as 9 a.m. This lack of common work definitions requires increased communication from all concerned.

Also, be clear on the road to advancement. In a study discussed in the Journal of Diversity Management, 5057 individuals from the four generational groups were surveyed using the Rokeach Value Survey of 18 values. The third top value for Boomers (after honest and responsible) was loyal. The fourth top value for Gen Xs (after honest, responsible and capable) was loyal. The sixth top value for Gen Ys (after honest, responsible, loving, independent and ambitious) was loyal.

Each generation values loyalty, but Gen Ys have higher values for independence and ambition. If they feel that there are too many unnecessary rules and there is no leeway for negotiating those rules, they will be dissatisfied. Likewise, if they see there is little upward mobility or opportunity to grow, learn or make a difference in their current work situation, they will be dissatisfied and look for other job opportunities. Gen Ys are genuinely surprised when Boomers who are extremely unhappy in their work continue to hang in there, just because retirement may be around the corner. On the other hand, Boomers are surprised that Gen Ys will change jobs if they don't think the manager is authentic. In the interviewing process, discuss in concrete terms timing around advancement and the skills and knowledge the employee would have to acquire for the next several promotions.

STRATEGY TWO:
Be Authentic

As discussed above, loyalty is a value for all generations. However, loyalty and

staying with the organization are not synonymous to a Gen Y. Traditionalists and Baby Boomers are loyal to an organization and stay there long-term if the employer-employee relationship continues. Gen Xs are loyal to their team and manager, and as long as their manager is competent and creates opportunities for a Gen X's growth and advancement, he or she will continue to be loyal to their manager and are likely to remain with the organization.

But Gen Ys' retention relates more to the authenticity of their leaders than the organization itself. Gen Ys value integrity and commit to those who display it. Behaviours such as doing what you say you will, honouring commitments, shouldering blame and sharing success show consistent, predictable leadership that appeals to Gen Ys. They are willing to follow those who they find compelling and could change jobs at a moment's notice to be on a team they find more meaningful with a leader that they respect. Although this quick willingness to move may be seen by previous generations as demonstrating a lack of consistency, dependability or loyalty, it can be used in a leader's favour. A transparent leader who demonstrates both skills and experience and a willingness to be courageous and insightful can influence Gen Ys to join their team and remain engaged.

STRATEGY THREE: Give Real, Frequent, Effective Feedback

As Gen Ys have less appreciation for earning their stripes, climbing the ropes or buttressing up egos, employee recognition awards banquets will be met with cynicism and poor attendance by Gen Ys. While giving a Traditionalist or Boomer a plaque commemorating their years of commitment to an organization may be seen as an important symbol of dedication to the organization, consider something more encompassing to include Gen Ys.

Every generation wants feedback and they want it as clearly communicated as possible. But Gen Ys especially need clear feedback as they simply may not have the experience to understand vague summarizing directions.

Many managers have been trained with the "feedback sandwich" where you provide positive feedback followed by negative feedback and finish up with a dash of good feedback before you finish the conversation. This feedback strategy often fails due to the factor of "recency" where the employee most strongly remembers the last thing said to them and the "averaging" factor where an employee can tell themselves that overall they are doing a good job.

The good news/bad news/good news of the feedback sandwich does not work effectively with any of the generational groups and it is particularly risky with Gen Y employees. Many Gen Ys are not used to receiving negative feedback where they are held solely responsible for the consequences of their behaviour, so they may minimize the negative feedback and focus on the positive feedback at the beginning and end of the conversation.

Managers generally dislike giving negative feedback. That is only human nature. However by giving confusing feedback or no feedback at all, the manager is setting up the employee for failure and the organization for possible legal issues because they have not given the employee an opportunity to truly learn how they could improve. Throw out the sandwich, focus on specific behaviour and emphasize consequence and impacts to the team and organization. ■

Jeanne Martinson, MA is a bestselling Canadian author on diversity and leadership. Her latest book, Generation Y and the New Work Ethic, is available as an eBook and in print at www.martrain.org.

EXPERT ADVICE

MANAGEMENT AND HUMAN RESOURCES

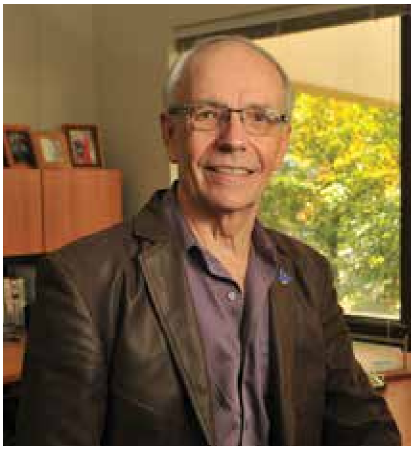

Photo by Calvin Fehr

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Mining for Talent

Your people are your most precious resource. Just as the earth is filled with natural resources of minerals, oil and precious stones, so is our business world filled with precious human resources!

The challenge is to find, nurture and retain the people who will fulfill your needs in your industry and on your team. We know that only your people can be made to appreciate in value. All other resources and corporate assets depreciate over time. It is also true many times we find people, like diamonds, in their rough state and don't recognize the potential beauty and value that will emerge with careful cutting and polishing.

Businesses everywhere are seeking better ways to secure the talent necessary for success. To achieve superior performance, you must go mining for the right person. The first step is to be crystal clear on the job requirements and the results that need to be achieved.

The Job Benchmarking Process: Let the Job Talk

Only the job has the answer to what is required to be done in an excellent manner, so let the job "talk" and listen carefully. You do this by using subject matter experts — people within the organization who have a direct connection to the job — and exploring their expertise and knowledge of the results needed from the job. This will help you to create the job benchmark. The benchmark will include performance requirements of the job, the position's key accountabilities, or critical goals and key business successes the job is accountable for. There are well-researched and carefully designed "job benchmarking" processes that will be very helpful in this crucial step.

Assessing the Person for the Job

What kind of person would best fit the position you just benchmarked? What personality/ behaviour style is needed to excel in the job you just benchmarked? What motivators are needed so the incumbent will be inspired and love what he or she is doing?

These fundamental questions can easily be answered by the use of an assessment tool such as those based on the DISC theory. In this assessment tool, behaviour is measured in four dimensions: Dominance, Influence, Steadiness and Compliance. The results provide a clear picture of the person's behaviour style. This information significantly enhances the hiring process by revealing an individual's strengths and the kind of job for which they are best suited.

The assessment tool should also identify the person's motivators and values. As a window through which we view the world, values are the drivers of our behaviour. Our values drive and motivate our actions. With the knowledge of the person's values, you can further discern the right fit for your job.

Compare Talent to the Job Benchmark to Achieve the Right Fit

The third step is to compare the results of the behaviours and values assessment to the job benchmark to ensure the right fit, or to identify the gap between the characteristics an individual will bring to the job and the requirements of the job.

Engaging in this benchmarking, assessment and gap analysis process provides factual data for a solid foundation for effective hiring as well as for future coaching and long-term development and retention of the person you hire. ■

Peter Neufeldt is president of Peak Performance Consulting and an expert on leadership development and building strong effective teams. He is co-author with Brian Tracy of the soon-to-be-released book, Success Today. For leadership training, coaching and more information regarding the use of assessments call 306.790.4570.

CREATING A COMMON VISION for Your Team

BY BLYTHE MARTIN PHOTO CALVIN FEHR

People are funny. They can frustrate us, amaze us, evoke powerful emotions at all ends of the spectrum, and make us do things we never thought we'd do. Our day-to-day existence is shaped by the people we encounter around us.

This is the realization Chris McKee and Kelly Beattie came to years ago, which led to the founding of their consulting partnership, Beyond Connections. The duo believe people are the most valuable resource in which an organization or business can invest. It's why so much time, energy and money is spent trying to figure them out. It leads us to wonder what they're thinking, and we question their motives.

"Every business is looking to find an edge by maximizing an employee's potential," says McKee, "and often, programs are developed to cater to the many types of personalities an organization employs. Sometimes we talk about celebrating people's differences as a way to help them work together."

But there are other ways to get an organization to hum with success. "Not everything has to centre around the differences in an organization. Sometimes we need to focus on what makes us all the same," says Beattie.

"The key is realizing everyone wants to be a part of something bigger than themselves," Beattie maintains. "We all want to feel like we belong and this is the opportunity that is so often lost in some of the work done with employees."

McKee and Beattie are often asked, "How do I get my employees to buy-in to what I'm trying to do?" They suggest a few questions to ask yourself in pursuit of an answer:

"What *am* I trying to do?" Are you even sure of what it is you are working towards? So often we try to communicate a plan that we haven't thought through entirely and don't have a full vision of.

"Have I told my employees what I'm trying to do?" Sometimes, we assume a convoluted memo or a vague powerpoint presentation will do the trick, but our goals need to be communicated with details and passion.

"Is what I'm trying to do achievable?" The final result has to be something that your team can actually grab onto as a possibility. It can't be a goal that can only be achieved 20 years after most of them have retired, or they won't feel like it belongs to them.

"Do I have a realistic plan to achieve what I'm trying to do?" Can you lay out the steps you need to take to reach your target? Can you see ways you need to change your processes and streamline your operations? Are you creating a plan for your team to follow?

McKee asserts that answering some of those questions is often all a team needs to get it functioning as a unit and start achieving some of the organization's big goals. "Developing a strong strategic plan can be an excellent start to answering all of those questions," he suggests, "and often that is where an outside consultant can provide some expertise and insight into ways to best create that goal your team will want to belong to."

Sometimes the temptation is to aim low — carry on with what we are comfortable with and don't stretch the boundaries or overwhelm our team. But maybe your team is asking for a bigger goal to bring them together. Find that common vision, and with the right planning and strategy, the sky's the limit. ■

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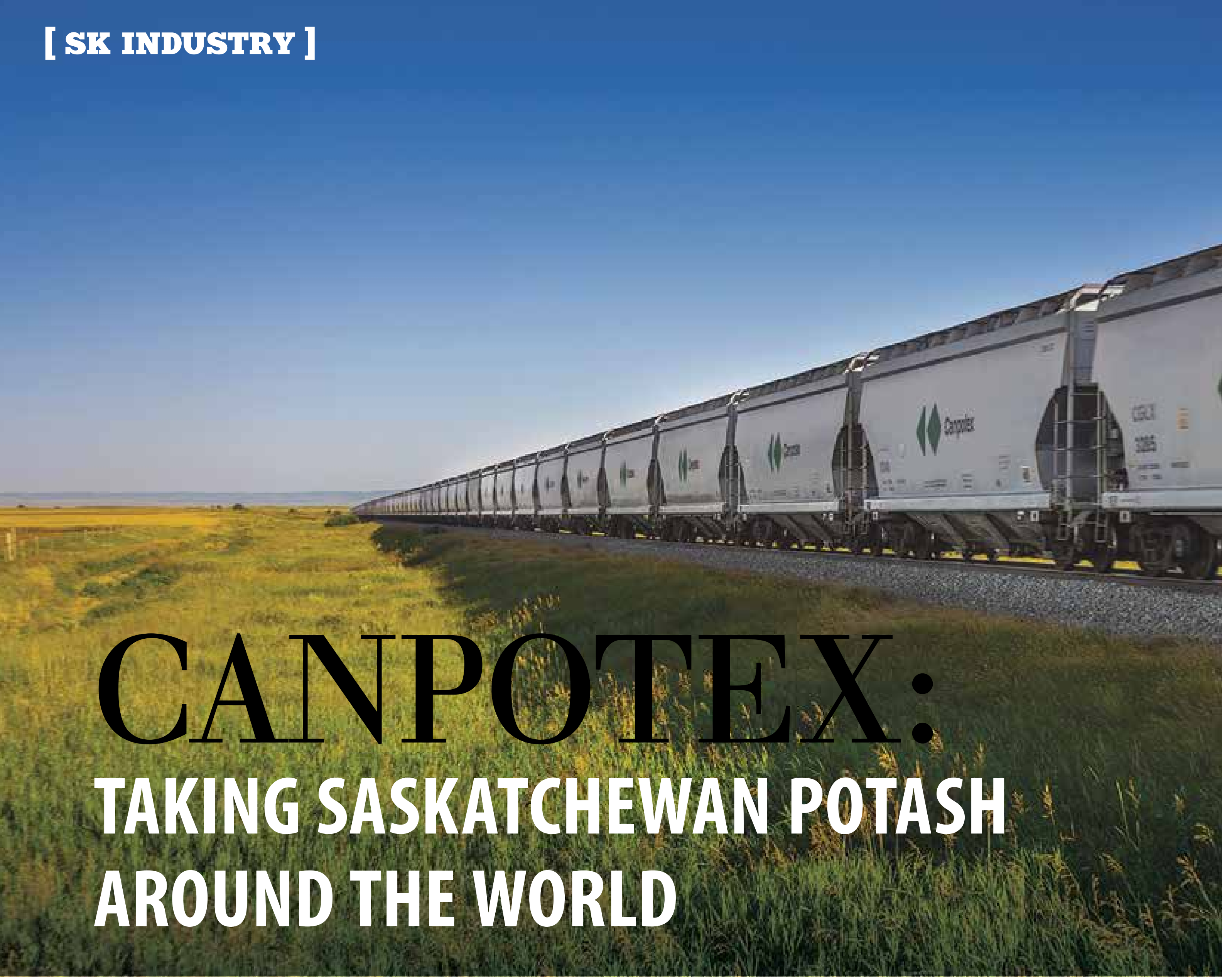
PREVIOUS PAGE PHOTO L-R Kelly Beattie and Chris McKee



CANPOTEX:

TAKING SASKATCHEWAN POTASH AROUND THE WORLD

BY **BUSINESS & INDUSTRY STAFF PHOTOS COURTESY CAMPOTEX**

Canada is one of the world's largest potash producers, accounting for 30 per cent of current global production, which in 2013 was worth $5.8 billion. The Prairie Evaporite Deposit, a high quality mineral, lies buried deep (at roughly 3,000 feet below the surface) beneath the plains of Saskatchewan. The deposits occur when ancient sea beds evaporate and, luckily for us, we were once covered by water. The potash industry employs 5,000 Canadians and is Canada's largest mineral export. Just last year, Canpotex celebrated the shipment of more than 200 million tonnes of product since 1972.

Plants need three nutrients: potash, phosphate and nitrogen. These nutrients are used together for maximum effect as a fertilizer. Saskatchewan's deposit of potassium chloride varies in colour from red to white. It might be a surprise that there are more than 20 grades of potash that come from Saskatchewan used for many different things. More than 95 per cent of potash is used as fertilizer, but the other five per cent is used in such things as glass, pharmaceuticals, road de-icer and in sports drinks. Potash does several things: it improves the resistance of crops to pests, diseases, excess water, and high and low temperatures. It also strengthens plant roots, helps with food transport, and improves crop taste and colour.[1]

A world of long-term potash reserves shows that Canada has 46 per cent, Russia 35 per cent, and Belarus eight per cent. Israel, Brazil, the United States, China,

[1] Mosaic pamphlet in the Leader Post

Jordan, Germany and Chile all have small deposits.

It seems strange to suggest that the mineral is a strategic resource, but if one thinks of its importance to individual farmers and to the production of food worldwide for an increasing population, the assertion rings true. More importantly, production is centred mainly in two areas: Canada and Russia. With Russia increasingly unpredictable, supplies of the resource from that area could be shaky. That means demand for Canada's potash could increase, especially when one considers that demand for food is predicted to increase more than 70 per cent by 2050. Thus, potash is an essential part of the global food security equation.

For this reason and others, Canpotex is important, both in Saskatchewan and internationally. Canpotex takes Saskatchewan's valuable mineral around the world, to where it is needed.

When a deal is signed to sell Saskatchewan potash internationally, it is Canpotex who signs it rather than the individual producers. Canpotex is the short form for Canadian Potash Exporters, the exporting and marketing firm that manages all of the Saskatchewan potash sales to overseas countries, outside of Canada and the United States. Canpotex is wholly owned by its three member producers — Agrium, Mosaic and PotashCorp — who are all equal decision-making members. They also share in transportation costs.

Canpotex invests in both Canada and Saskatchewan. In 1999, Canpotex commissioned new railcars to meet certain specifications to ensure the maximum efficiency in shipping the product, whereas before potash had been shipped in grain cars. These new railcars were built in Hamilton, ON by National Steel Car, approximately 5,400 of which are dedicated to potash at any given time. They are actually shorter than the previously used grain cars, but hold more potash due to better design. When trains are 170 railcars long, this becomes more important.

These specialty railcars help Canpotex ensure that its high-quality potash is carefully transported from mine site to

200 MILLION TONNES

Canpotex celebrated the shipment of more than 200 million tonnes of product since 1972.

port without contamination. Certain grades of potash (such as the white-coloured grades) are kept separate from others, and Canpotex dedicates certain railcars for those specialty grades of potash that need to be handled differently.

In 2012, Canpotex built a railcar maintenance facility just west of Lanigan, SK. The facility is intended to keep its fleet in prime condition, with services such as all-weather inspection, repair and maintenance, washing, wheel repair and on-site switching to ensure railcars are rotated in and out of service. The facility was a $60 million investment on the part of Canpotex, showing commitment to increasing railcar performance, managing its fleet and ensuring its product reliably and efficiently gets to market.

There are currently two main port facilities utilized by Canpotex — the largest in North Vancouver, B.C. and the other in Portland, Oregon. The Neptune facility in North Vancouver handles approximately 75 percent of the potash shipped internationally, while the Portland terminal handles the other 25 percent. There is a third potential terminal location in Prince Rupert, B.C. but the final decision has yet to be made.

Canpotex also has an extensive network of brokerage and vessel chartering and vast experience with ocean transportation, which ensures the smooth delivery of its product to its many customers around the world.

In the past six months, Canpotex has announced expansion of its terminal in Portland, Oregon, as it sees increased shipments in the future through the Northwest. In November, Canpotex's continued support of the Indian potash market was celebrated with a multi-year deal to ship potash to India. In January 2015, it announced a three-year deal with Sinofert for at least 1.9 million tonnes of Red Standard grade potash. At the end of March, Canpotex finalized 2015 potash supply contracts with all of its major customers in China, which could potentially increase the amount of Saskatchewan potash shipped to China from 1.6 million tonnes (2014) to 1.8 million tonnes (2015).

Canpotex was created to ensure the long-term viability of the Saskatchewan potash industry. This province is blessed with vast mineral resources. It is important organizations such as Canpotex are there to ensure the continued viability and success of our key resource sectors. ■

SAVE THE DATE!

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HOW LONG WILL THE OIL STAY CHEAP?

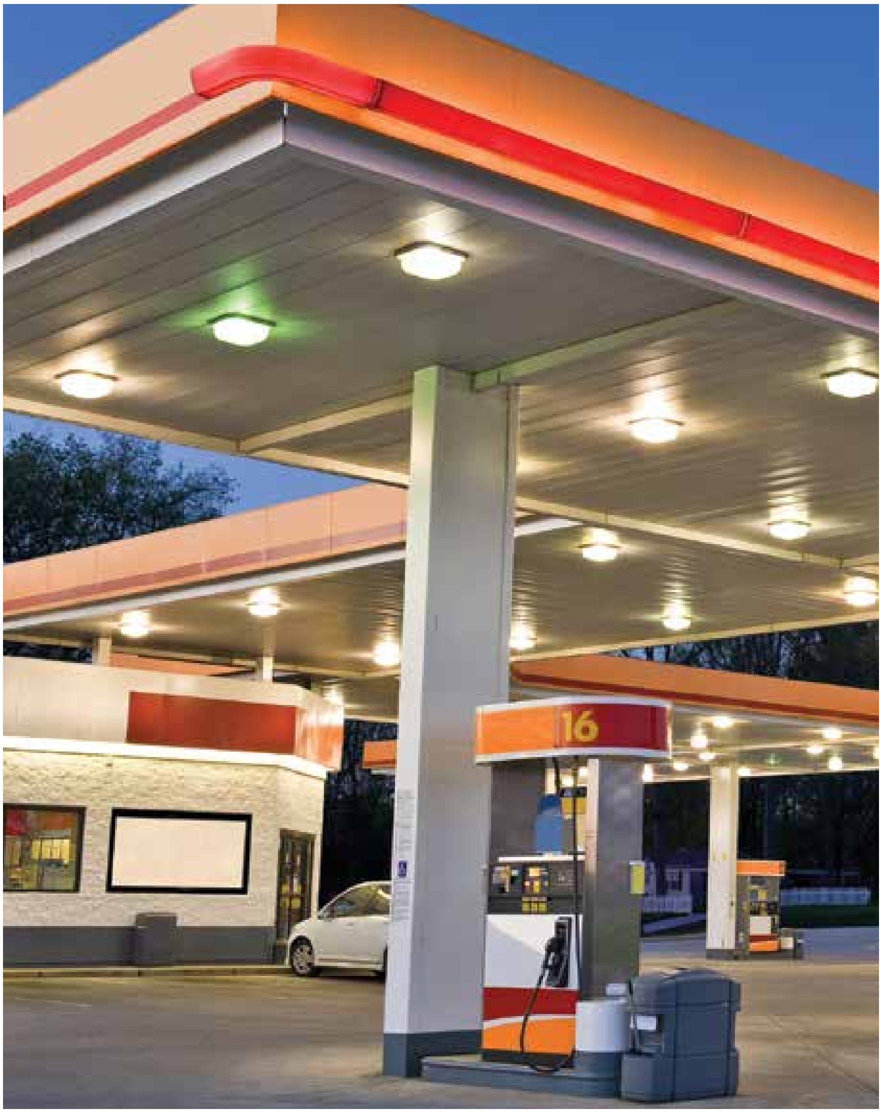
BY GWYNNE DYER

I'm in Alberta, the province that produces most of Canada's oil, and there's only one question on everybody's lips. How long will the oil price stay down? It has fallen by more than half in the past nine months – West Texas Intermediate is $48 per barrel today (March 11) – and further falls are predicted for the coming weeks.

This hits jobs and government revenues hard in big oil-producing centres like Alberta, Texas and the British North Sea, but its effects reach farther than that. "Clean" energy producers are seeing demand for their solar panels and windmills drop as oil gets more competitive. Electric cars, which were expected to make a major market breakthrough this year, are losing out to traditional gas-guzzlers that are now cheap to run again.

Countries that have become too dependent on oil revenues are in deep trouble, like Russia (where the rouble has lost half its value in six months) and Venezuela. Countries like India, which imports most of its oil, are getting a big economic boost from the lower oil price. So, how long this goes on matters to a great many people.

The answer may lie in two key numbers. Saudi Arabia has $900 billion in cash reserves, so it can afford to keep the oil price



low for at least a couple of years. The "frackers" who have added four million barrels per day to U.S. oil production in the past five years (and effectively flooded the market) already owe an estimated $160 billion to the banks.

They will have to borrow a lot more to stay in business while the oil price is low, because almost none of them can make a profit at the current price. Production costs in the oil world are deep, dark secrets, but nobody believes that oil produced by hydraulic fracturing ("fracking") comes in at less than $60 to $70 per barrel.

The real struggle is between the frackers and Saudi Arabia, because the latter is the "swing producer" in OPEC (the Organisation of Petroleum-Exporting Countries), the cartel that has dominated the global oil market for the past 50 years.

All oil exporters want to keep the price high, but Saudi Arabia was the one OPEC member that could and would cut its production sharply for a while when an over-supply of oil in the market was driving prices down. It could afford to do that because it has a relatively small population, very large savings, and a cost of production so low that it can make some profit on its oil at almost any price.

But even the Saudis cannot work miracles. They can aim for maximum production or maximum price; they cannot do both at the same time. Normally they would cut production temporarily to get the price back up. This time they refused to cut production and let the price collapse, despite the anguished pleas of some other OPEC members that need money now.

The Saudis are thinking strategically. OPEC only controls about 30 per cent of world oil production, which is a very low share for a cartel that seeks to control the price. If fracking continues to expand in the United States, then OPEC's market share will fall even further. So it has to drive the frackers out of business now.

At first glance, the Saudis look like sure winners because they can live with low prices a lot longer than the deeply indebted frackers can. The banks that have lent the frackers so much money already won't get it back if the industry implodes in a wave of bankruptcies, but they don't want to throw good money after bad.

The real wild card here is the U.S. government, which wants the "energy independence" that only more domestic oil production through fracking can provide. Will it let the American fracking industry go under, or will it give it the loan guarantees and direct subsidies that would let it wait the Saudis out?

Stupid question. Of course it will do what is necessary to save the fracking industry. Ideology goes out the window in a case like this; you can get bipartisan support in Washington for protecting a key American industry from "unfair" foreign competition. That will certainly be enough to keep the frackers in the game for another two or three years.

Meanwhile, the OPEC members that depend on oil income to keep large populations well fed and at least marginally content (e.g. Iran, Nigeria and Venezuela) will be facing massive public protest, and possibly even the threat of revolution. Their governments will be putting huge pressure on Saudi Arabia to save them by cutting production and driving the price back up.

It's impossible to say how this game will end, but it's pretty easy to say when. Two years ought to do it. Once the outcome is clear, the price of oil will start going back up no matter which side wins, but it will go up relatively slowly. We are unlikely to see $100-a-barrel oil again before 2020 at the earliest. ■

2015 Williston Basin

PETROLEUM CONFERENCE:

One Basin Fuelling Two Nations

BY TOBIE HAINSTOCK

The Petroleum Technology Research Centre (PTRC) in partnership with the Government of Saskatchewan is pleased to host this year's Williston Basin Petroleum Conference (WBPC).

It will be an exciting gathering of some of the most innovative minds and businesses in the industry.

The When and the Where

The event occurs April 28th to 30th at Evraz Place in Regina and offers opportunities for members of the petroleum industry to network with colleagues, gather information and spend time at the trade show. Approximately 225 booths will be on display throughout the conference. It will be a prime opportunity to view exciting new products.

The WBPC is an annual event held alternately between Regina and Bismarck, North Dakota. This year's schedule offers a series of speeches on topics including *Crude Oil Transportation*, *Remote Capture Technologies* and *Regulatory and Environmental Issues*.

A special core workshop will consist of a wide selection of topics presented by the University of Saskatchewan, the Ministry of the Economy, Crescent Point Energy Corporation, the University of Regina and more.

Thursday's keynote speaker is Patricia M. Mohr, vice president, economics and commodity market specialist at Scotiabank's executive offices in Toronto. Mohr works closely with corporate and investment banking groups including those in the oil and gas sector. Mohr's topic will be *Outlook for International Oil Prices 2015-16: Implications for the Williston Basin*.

Supply Chain Forum

New to the WBPC this year is the supply chain session. This portion of the conference focuses on offering the various manufacturers, construction companies, equipment and service providers information regarding oil and gas supply opportunities. The forum takes place Tuesday afternoon in the exhibit hall at Evraz Place and will provide information for topics of interest to industry.

According to Monique Lischynski with the Ministry of the Economy, Saskatchewan's petroleum industry is one of the key drivers of the province's economic growth, not just in terms of direct development and investment, but in terms of its related impact. A highly diversified and competitive supply chain provides "made-in-Saskatchewan" solutions to the oil and gas industry, and the supply chain session will add value to the entire conference for the businesses and manufacturers involved in this activity.

Moving Forward

The WBPC also presents opportunities to all sectors of the oil and gas industry to learn about new and developing geoscientific and technological advances that are pertinent to hydrocarbon exploration and development.

Norm Sacuta of the PTRC comments that with the decline in oil prices they are expecting slightly less activity at the conference than usual, but they are still very confident in the overall success of the event. "Those of us in the industry recognize oil prices are not going to be low forever and there is still a lot of development and technology beneficial in the long term."

Overall, the WBPC event presents a positive and proactive venue for those within and affected by the petroleum industry. It provides opportunities for participants to take in educational, social and networking events. "We are looking forward to a great three days," adds Sacuta. ■

www.wbpc.ca

TOP PHOTO BY EVRAZ PLACE

[SK INDUSTRY]

UPDATE: KEYSTONE XL PIPELINE

BY BUSINESS & INDUSTRY STAFF

The proposed Keystone XL pipeline is an approximately 1,200 mile long 36-inch pipeline from Hardisty, Alberta to Steele City, Nebraska, via Baker, Montana. The Keystone pipeline already exists, and the XL is a new project.

According to the proponent, TransCanada, the pipeline would take two years to construct once approval is received, and would provide 13,000 construction jobs. Of the 1,200 miles, 329 miles is in Canada, from Hardisty to Monchy, Saskatchewan. The pipeline's capacity will be 830,000 barrels per day.

Trans-Canada suggests the new project will augment current pipeline infrastructure, and also support new production in the Bakken region, while also improving access for Canadian and American producers.

There are many pipelines running across Canada and the United States. Some statistics suggest there are more than 2.5 million miles of gas, oil and other pipelines in the U.S. In Canada, we transport in excess of 3.3 million barrels per day over 22,000 miles of pipeline.

With rail transport of oil currently exceeding 200,000 barrels a day, and carried by seemingly endless trains winding across Canada, the future of the Keystone seems to be more important, given the view pipelines are safer than transporting oil by rail.

On February 25, President Barack Obama vetoed the bill that would have given approval for construction of the Keystone XL pipeline. It was only the third veto of his presidency, but it was a direct challenge to the Republican majority in both the House and the Senate.

How did this pipeline project become so political, even when it has limited environmental impact and limited economic impact over the long term? First, the pipeline will service oil from the Athabasca Tar Sands deposit in Alberta, which many environmentalists have targeted, suggesting it is "dirty" and has too great a carbon footprint to extract without grave environmental consequences. Secondly, because the project is international in that it crosses the Canadian border into the United States and requires presidential approval, it was a possible target for political action, even if the pipeline itself was only a symbol of the larger climate change struggle.

Michael Levi, senior fellow of the Council on Foreign Relations, suggests Keystone is a small player that has had a big effect, despite its size. "Things like the falling price of oil will have a larger influence on whether the tar sands get mined than whether the Keystone XL gets built."

The Republican Speaker of the House, John Boehner, said after the veto that the issue is far from dead. The Republicans could take the Bill up again, but would need a two-thirds majority to override the President's veto, and it is unlikely to find that.

That said, the project is not dead. Until the State Department presents the President — or the next President — with a final report on Keystone XL, there will be no movement. President Obama still says he is not against the project, but is against the House and Senate trying to override what he considers to be the traditional approval process.

As this stalemate continues, rail traffic increases. Gary Doer, Canada's current ambassador to the United States, says during the period Keystone has been delayed, rail traffic carrying oil from Canada to the U.S. has increased tenfold. Experts suggest rail traffic is safe 99 per cent of the time, but the few derailments that do occur are often catastrophic.

The political calculus is difficult, but politics is always about choices. ■

45 Years & 5 Divisions Strong:

Northern Strands is Growing with Saskatchewan

BY PAUL SINKEWICZ PHOTOS ZIQI ZHANG PHOTOGRAPHY

Mining and construction — two of the heavyweights of the Saskatchewan economy — rely on largely unseen, critical systems to function properly. Northern Strands is a key supplier of those systems.

Like the bones, sinew and muscle of a body, wire rope, fittings and riggings are the moving parts that make industry work. They keep underground treasure like potash flowing to the surface, and help hoist construction materials skyward as buildings take shape.

With health and safety in mind, Northern Strands has been supplying industry since 1970, evolving into five major divisions that offer needed tools and technical knowledge in mine hoisting and attachments, general rigging, engineered fall protection, suspended access and training.

Owner Garry Clarke insists his team members have a technical base of knowledge to properly assist their customers, right down to the staff working the order desk in the Saskatoon and Regina offices. Clarke says he doesn't want to just sell product, but provide technical knowledge that will give his clients what they need to get their work done. "The motto is 'exceed their expectations.' "

"When clients ask our sales staff for a product, we are going to politely interrogate them to make sure they are getting what they need," says Clarke. "You might find out you are missing something. Maybe it will be something like not having the correct factor of safety for a particular job. So for example, if you are hauling workers, you need a 10:1 factor of safety. They will know that and

help you get what you need. These are trained rigging people who could probably teach rigging courses themselves. They know the right questions to ask."

That respect for technical knowledge permeates the culture of Northern Strands.

When owner Clarke speaks about the company's co-founders, such as his long-time friend and mentor Larry Mote, it is with a tone of reverence. When that group banded together in 1970 to serve the needs of Saskatchewan's burgeoning potash mining industry, each brought years of experience to the table. Right from the start, Northern Strands had secured the rights to distribute France's Arcelor Mittal mining rope in North America.

Mote had done so well selling that by the mid-70s he was the sole owner of the firm. He began to expand the product line to include wire rope and rigging, and eventually the attachments used on the ends of the ropes.

Tracking the firm's sales soon required a map of the world, not just Saskatchewan, as Northern Strands supplied mines and dams from Colorado to Yellowknife and Timmins to Mongolia. "He [Mote] really knew his customers and had good relationships with them," Clarke says. By the early 1980s, Mote spotted new opportunities in areas related to hoisting, and set out to further diversify the product line and expand his customer base.

That was instrumental in helping Northern Strands weather a downturn in the economy. Things began to pick up and in the early 1990s they started to sell a variety of warehouse products such as chains, rigging, slings and shackles. In 1998, Mote and his son and partner, Darrell, began to look for someone to come on board to promote these warehouse products. That's when Clarke found his home at Northern Strands. He had been working for mining service companies all over Saskatchewan, but was looking to settle into Saskatoon with his young family. His career had already included installing and servicing Northern Strands ropes in working mines, so he was well versed in their products. Clarke added his own extensive knowledge to the small four-person team, using it to bring new opportunities to the firm. The company was soon rehabilitating and refurbishing attachments and fittings to meet the demand of an expanding mining industry. When that side of the business took off, it spurred an expansion of the office and the installation of a showroom in their original Millar Avenue location.

"We went great guns, because at the same time all this was happening, the rules governing mining were getting stricter," says Clarke, "…rules about fall protection, rules about mining attachments being recertified. So we watched those new regulations and focused our energy on meeting those new needs. Whenever I went out to the mines, I would buy any surplus gear I could find," says Clarke. Items such as mining attachments and small hoists gave him a chance to rehabilitate and resell equipment, and it was a deep understanding of provincial regulations that was the key. By diverting equipment previously destined for the garbage bin, Northern Strands was saving money for its customers, who no longer had to buy new or send items overseas for recertification. Today, Northern Strands is still a leader in supplying major ropes and attachments to mines around the world.

The years between 1998 and 2001 marked significant change at Northern

Strands. Many new opportunities presented themselves, and Mote and Clarke were quick to take advantage of them. Clarke began buying into the firm at that time, believing there was a great opportunity at hand.

"We really knew what the rules were, because of Larry, and we really dug into things," says Clarke. "We talked to the mine inspectors; we went through the Occupational Health and Safety (OH&S) Act and we knew that stuff inside and out."

They started exchange programs for the mines, guiding them through the implementation of scheduled replacement programs and work plans. Northern Strands even began helping mines write up the procedures that would guide their maintenance programs into the future.

"In the old days, there were no written procedures," says Clarke. "Mining requires them now. The great thing about a lot of the people that work here is that we've been all over. We've worked in places like Ontario where modern operational and safety regulations came in earlier than Saskatchewan. So what we've done as a company is adopted the best of the rules and we use them."

By 2001, Northern Strands had started a successful branch in Regina, and it was becoming clear the company would need more focused expertise as it grew.

"When you're first building something like this, you need multi-skilled people," says Clarke. "But you get to a point where your focus has to change and you go out and get the people who can concentrate on the one area they really know well."

Clarke began bringing in people to specialize in swing stages, mining attachments, warehouse operations and engineered fall protection.

Another leap forward came when Northern Strands began fabricating many of the products it used to buy from overseas to resell. By making them here in Saskatchewan, Clarke could ensure they would meet customer needs. "We

seriously try to listen to our customers and find out what they are looking for. When you watch them and realize something is a real pain for them, it's an opportunity for us."

In 2006, the firm bought its new 18,000 sq. ft. building on Millar Avenue, and expanded its manufacturing ability, including bringing in more highly talented staff. "It really helped us a lot," Clarke says. "It gave us the room we needed for manufacturing, storage and, of course, better customer access."

In 2007, Northern Strands started the engineered fall protection division, recognizing an industry need for working safely on roof tops. "Overseas this was quite a common thing, so we did some research and got our suppliers to come over here and train us. That was one of our major expansions, into fall protection and life lines." It was around this time that provincial regulations became more robust to keep workers safe when working at height.

"When we started into all this, you could hook onto anything you could find, but then OH&S started questioning industry methods and requiring certification of anchor points, regular inspections and pull testing." Northern Strands started providing the anchoring products and services other companies didn't want to be burdened with from both a technical and liability point of view.

When suspended access rules changed so companies couldn't just build their own suspended stages for working at height, Clarke recognized another opportunity, and Northern Strands began supplying suspended access companies with equipment.

"In the course of probably two years, I found the guys I needed, and bought all the right equipment, and we started to take those jobs. It just grew from there," he says. The suspended access division now offers training, rentals and equipment installations. "We're very likely the largest suspended access supplier in Western Canada, and are really well respected."

With a commitment to safety already embedded in the culture of the company, it was logical for Northern Strands to parlay its expertise into a training division.

Its fully certified training staff know the latest OH&S regulations, and can educate workers in fall arrest, tugger safety, First Aid and CPR, wirelock socketing and rigging. The training seminars are offered either on-site or at Northern Strands' facilities.

"The industry did lots of wrong things with rigging in the old days. There is no excuse for that in this day and age," says Clarke. "Nowadays, you have a critical lift plan, a rigging plan. We didn't have it back then." The company is a member of the COR (Certificate of Recognition) program, which provides Northern Strands with an effective safety and health management system. Safety has always been the cornerstone of Northern Strands. It was important for Northern Strands to become a COR member and show that they not only talk the talk — they walk the walk.

As a mature company, Northern Strands has a strong sense of corporate social responsibility and has been supporting children's wish charities over the years as well as local 4-H programs. When the company makes a donation, Clarke insists it be one of the other team members that make the presentation because they are all integral to the donation. "I want them to know it's not just me as the owner; it's the company. We did this. We are making this province a better place." ■

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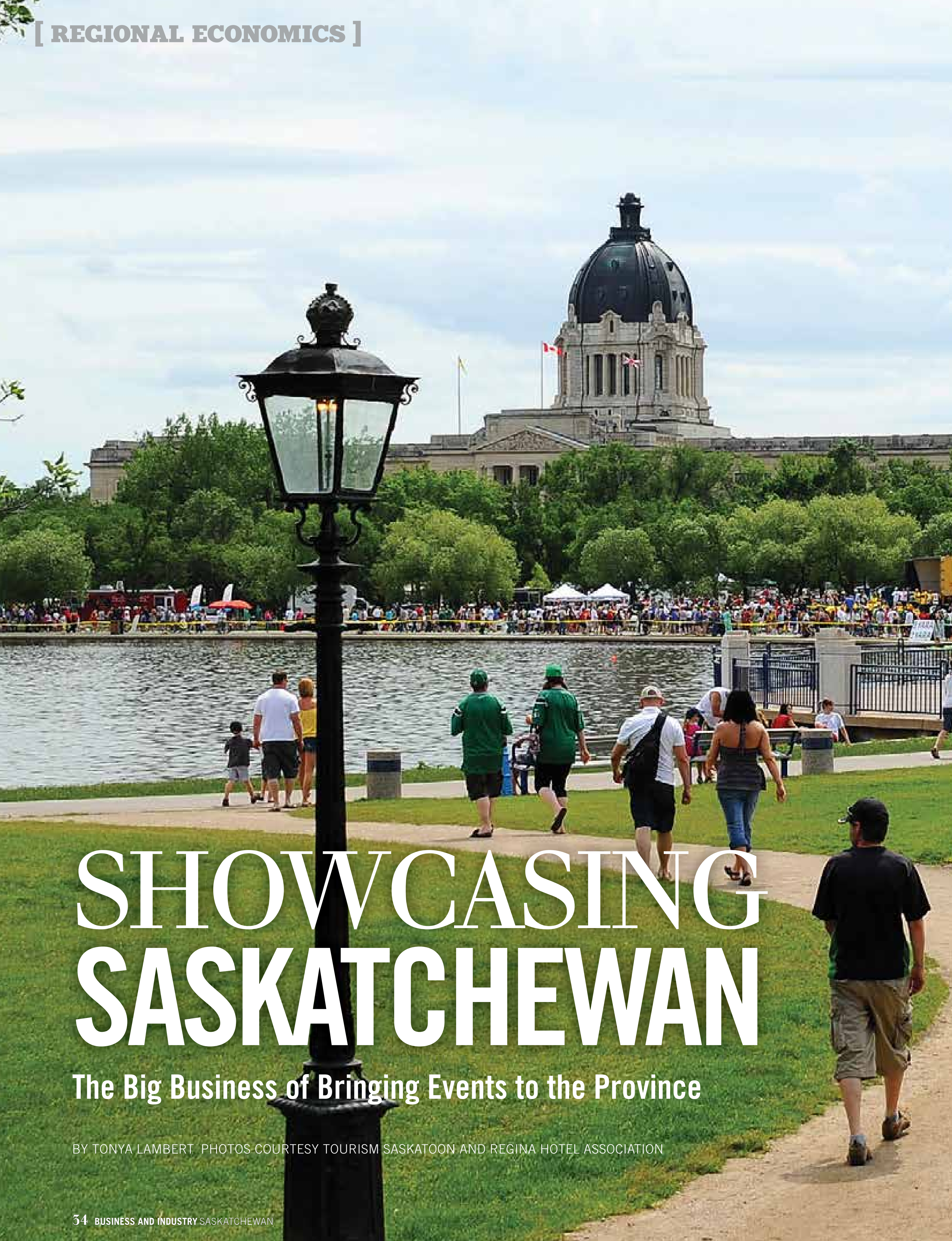

SHOWCASING SASKATCHEWAN

The Big Business of Bringing Events to the Province

BY TONYA LAMBERT PHOTOS COURTESY TOURISM SASKATOON AND REGINA HOTEL ASSOCIATION

Over the course of a year, hundreds of regional, national and international business, cultural and sporting events are held within the province of Saskatchewan, the majority in Saskatoon and Regina. These events play a key role in helping to stimulate economic growth through increased employment, participant spending, new trade and investment opportunities and the potential for return visits to the province. Both the direct and indirect economic impact of these events are huge.

"There is a growing thought that hosting business events is an industry unto itself," says John Lee, CEO of Regina Regional Opportunities Commission (RROC) and Tourism Regina. "Business events contribute in excess of $30 billion annually to Canada's GDP. They're big business — part tourism and part industry growth." Brad Peters, director of International Sales and Development, Tourism Saskatoon, explains, "Conventions are not as well profiled in the media as sporting events, so people often don't realize just how many are held in the province."

Traditionally, when people refer to business events they mean conventions, conferences, meetings and consumer/trade shows. However, Hugh Vassos, who has worked for many years with Saskatoon Sports Tourism, argues sporting and cultural events need to be included in the definition. "Sporting and cultural events are very important," notes Vassos. "They make a large economic impact and tend to involve more members of the community than industry-specific business events. They need to be treated as business events because of the huge economic development they create." For example, the 101st Grey Cup Festival in 2013 impacted the provincial economy to the tune of $93 million, while the Junos held in Regina and Moose Jaw that same year infused another $10 million into the economy.

Of the many benefits that accrue to the province and its residents from hosting various business events, some are easier to gauge than others. The most obvious is the money which delegates, fans, volunteers and media personnel spend while attending an event. This includes paying for hotel rooms, meals and transportation costs, such as taxi and bus fares and airport fees. Items forgotten at home need to be replaced. Additional funds are spent purchasing souvenirs and visiting local attractions. "The provincial sales tax captured from purchases is invested back into the province by the government," notes Tracy Fahlman, chair of Conventions Regina.

Peters says it is impossible to know exactly how much money is spent by any individual but states formulas have been developed to estimate these expenditures. "People attending a national conference spend an average of $300 per day, while those attending an international conference will spend more, approximately $500 per day. International conferences also generally last longer, making them even more lucrative to host."

In addition to the direct economic impact of hosting these events, there are other less quantifiable benefits. Alex Fallon, CEO of Saskatoon Regional Economic Development Association (SREDA), explains, "Business that results from an event in terms of buying, selling and partnerships are economic benefits which are difficult to measure." Peters adds, "It is hard to judge the economic impact of an event because it can take many years to develop."

According to Steve McLellan, CEO of Saskatchewan Chamber of Commerce, the primary intangible benefit to hosting business events is showcasing the community, which attracts people

to visit or move to the province, as well as to do business and attend school here. "Many conference delegates are first time visitors," notes Fallon. "When they return home, they tell other people about their experiences here, potentially inducing them to visit as well." Lee adds, "Conventions are especially important for markets that aren't traditional tourist destinations. Industry development and tourism are closely integrated."

How businesses and organizations go about attracting different events to the province depends on the type of event. Whether the event is national or international is a key factor. "All Canadians know something about the province, but few foreigners have heard of Saskatchewan," explains Peters. When Peters is trying to attract an international event to Saskatoon, he begins by promoting Canada and our reputation as a friendly, progressive country. From there, he increasingly narrows the focus to the province and then the city. "Many people are unaware of what Saskatchewan has to offer and it is my job to show them," he says.

"The strength of the Saskatchewan economy and the growing population are both factors which help to bring events to the province," states Fallon. "Saskatchewan has a lot of key sectors and this diversity is attractive." Community involvement is another area in which the province excels. "Saskatchewan has some of the best volunteers in the world with a tremendous work ethic," states Vassos. "This is combined with lots of corporate sponsorship and great event organizers."

This community support encourages local industries and businesses to host events here, such as Agribition and Canada's Farm Progress Show, while also serving as an incentive to non-local organizations. "We have to market our strengths and uniqueness," stresses Fahlman. This is all done through a combination of creative and targeted promotional campaigns in print, online and in market both within and outside the province.

Conferences, conventions and consumer shows, as well as sporting and cultural events, are becoming increasingly big business, drawing immediate and potential future economic growth to the locations where they are held. It is especially important for smaller markets such as Saskatchewan to attract such events. A large number of businesses, organizations and individuals across the province are working hard to do just that with dozens of bids being made every year. Saskatchewan's economy will continue to thrive as more events are brought to the province. ■

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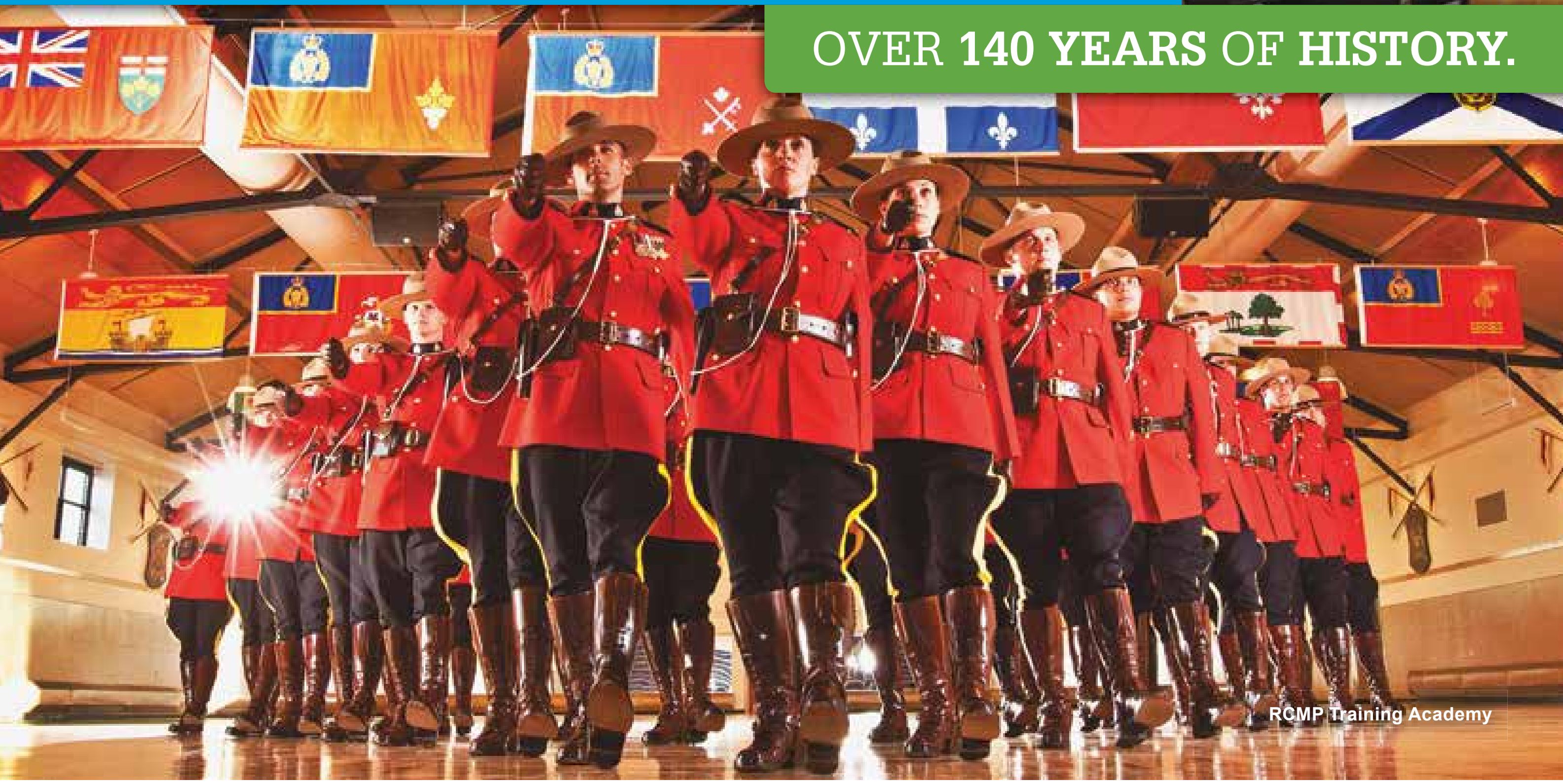
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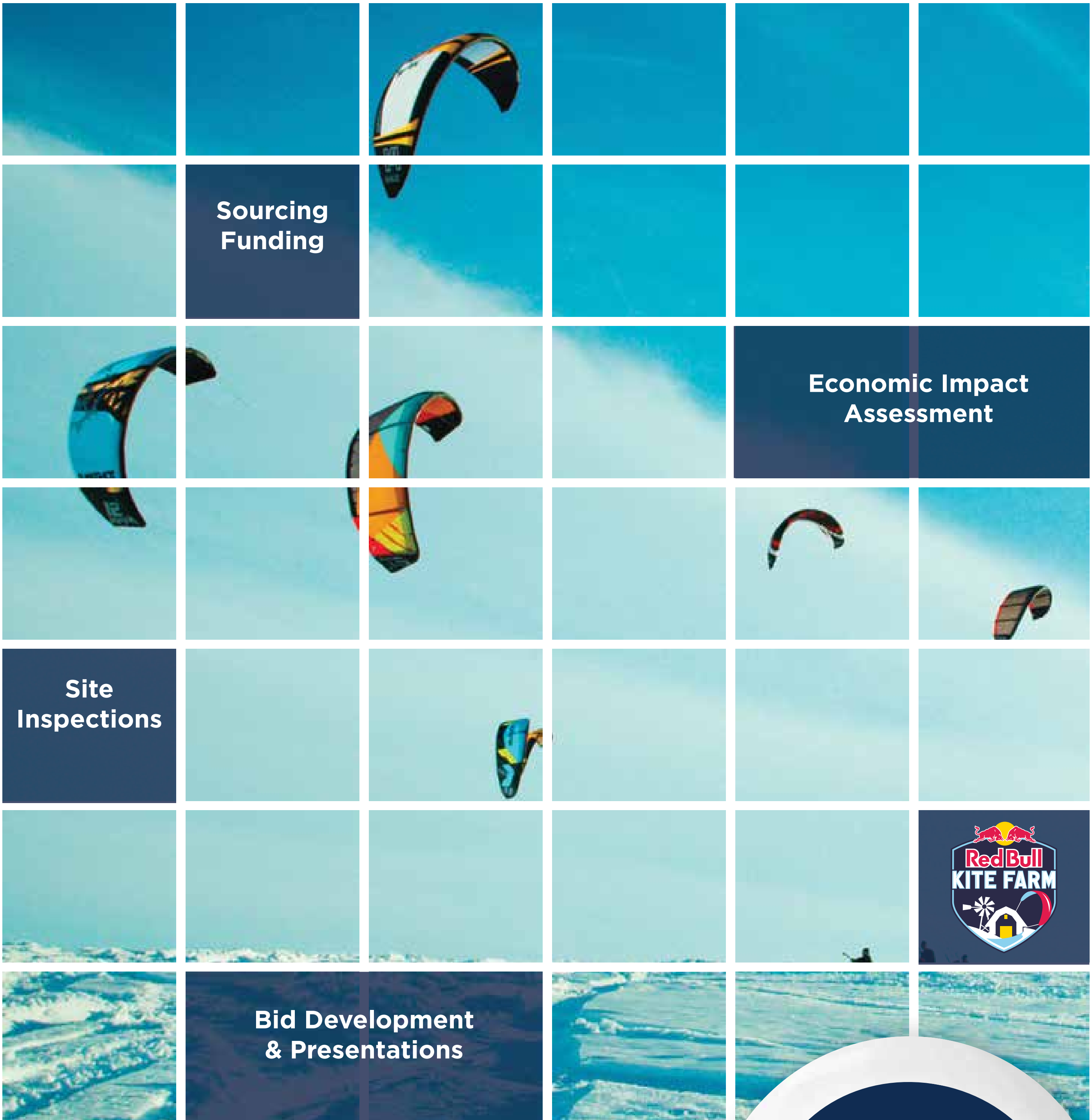

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If you're building a website this year or already have a website, it's a safe bet you're going to want it to be mobile-friendly. Let me tell you why.

Last year, 40 per cent of online purchases and 80 per cent of pre-purchase research were conducted on a mobile device. That's a huge number to being missing out on. With some of our clients, we've seen mobile website traffic increase up to 50 per cent of their total visitors. Of course, this depends on their industry and their market, but it's not uncommon to see that 20 to 25 per cent of visitors coming from mobile devices.

Google is also pushing the trend. Starting back in January, Google started promoting websites that are mobile-friendly above those built for desktops. Think about this: Google's products are your websites. Their clients (who are also your clients), are those searching on their network. Google wants to deliver a great experience to their customers. So, if a customer with a mobile device is using their search network, they want to deliver a proper mobile experience to those customers. It makes sense right? They will slowly start lowering search rankings for websites if they are searched on a mobile device and aren't mobile-friendly.

Of course, we want to keep our search placement, and we want to make a good impression on our customers, so we need to be mobile-friendly. It's simple.

What to Ask For.

There are two ways of getting mobile.

The first is with a Responsive Website Design (RWD). This is a website built so the content and graphics flex and shift to suit the device on which it's being displayed. This is usually easier to do when first building a website or if you have a simple website layout. Making an established website, or one with a very custom layout, responsive can be time-consuming and costly. In this case, it's better to go with an Adaptive Website Design (AWD).

Adaptive Website Design is where we build a separate set of templates for your mobile site. This is best if you have a lot of content, an intricately designed website or if you have an ecommerce website with a lot of products. With an AWD, we can build a completely different template and load that in place of the desktop version. It can have its own look and you can customize the content a bit more to suit your mobile users' needs.

Updating both Responsive and Adaptive website designs can be done through your CMS, and in most cases it can use the same content, saving you from managing two separate installations.

Mobile websites are now a requirement when developing your online advertising. They're not going away, and as smart phone usage increases, mobile websites will be a requirement your customers will expect.

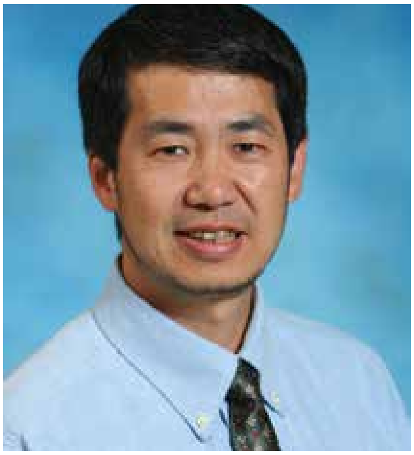
For more information on mobile websites and how you can get Mobile, visit www.thinkbigstudios.ca/Mobile. ■

BIOMEDICINE

Worth its Weight in Nanogold

ARTICLE AND PHOTOS COURTESY CANADIAN LIGHT SOURCE

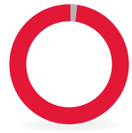
Peng Zhang is excited about gold, and you should be too.



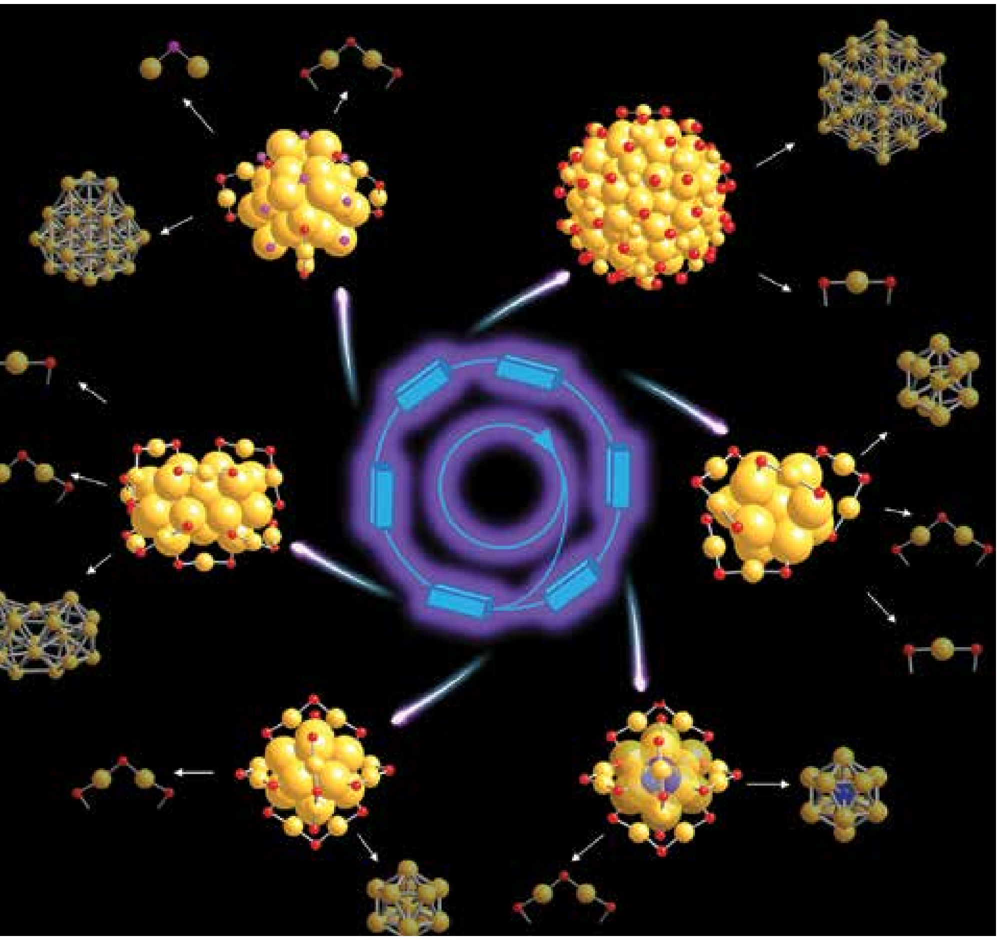
In particular, he's excited about nanogold, structures of a handful of atoms measuring only a few nanometers in diameter. Zhang, a researcher at Dalhousie University, and Canadian Light Source synchrotron user, has a unique understanding of the potential nanogolds have in biomedicine and beyond. For one thing, gold is essentially non-toxic. Unlike other metals, people can and do eat it on chocolate, and as Zhang points out, "You can even drink gold, and you can even find certain alcohols with gold in them."

It's also incredibly stable. It doesn't rust, since its oxidized or rusted form is less stable than unadulterated gold. Decaying bridge joints and the green Lady Liberty speak to just how rare a stable metal is. Combining those two properties in biomedicine means that you could use gold without worrying about the treatment losing its effectiveness or hurting the patient.

99%



99 per cent purity for the gold clusters.



PREVIOUS PAGE Peng Zhang, Canadian Light Source. ABOVE Schematic illustration of synchrotron X-ray spectroscopy studies of gold-thiolate nanoclusters. Figure courtesy of The Journal of Physical Chemistry.

Zhang's team believes nanogold could be a good fit as a catalyzing agent, something that speeds up other reactions without getting used up itself. Due to the extremely small size of nanogolds, they were recently found to be efficient catalysts for converting toxic gases into nontoxic ones. Plus, nanogold's incredible stability gives it an advantage over other metal-based catalysts, which tend to have shorter lifetimes.

To harness nanogold's potential, researchers have to make sense of its structures and behaviours, which are in many ways completely different from those of typical chunks of gold. This brings up another way in which gold is unique: you can't use the same techniques you would to study it as you would other common elements such as carbon or nitrogen. Instead, researchers rely on X-ray based spectroscopy, specifically XAS (X-ray Absorption Spectroscopy) and XPS (X-ray Photoelectron Spectroscopy), techniques available on several CLS beamlines and its partner beamlines in the United States.

Zhang has been using the CLS for his research since he was a student himself, under founding CLS researcher TK Sham. Since then, the facility has become a go-to for him both for the relationships he's built and the excellence of its available techniques. "When we need low energy X-rays, we always come to the CLS. The Canadian synchrotron is particularly good in low energy X-ray techniques," Zhang explains.

Using these synchrotron techniques, Zhang's research team is able to finely model the electronic structure of the nanoclusters, noting variations in structure and properties of the clusters caused by shifts of one or two atoms. That such minuscule variations actually caused changes in the electronic behaviour of gold was something of a surprise. For one thing, researchers have only recently been able to reliably produce gold nanoclusters with specific numbers of atoms, making specific observations infuriatingly hard to come by. For another, most nano tech applications would treat variations of a couple of atoms in a cluster as a negligible variance.

Not so for gold clusters with a few tens of atoms. A cluster of 36 gold atoms has a completely different structure than a cluster of 38 atoms, with vastly different electron densities, making each appropriate for different types of catalytic reactions. "It was a very big surprise to us, and it's useful, because if you tailor the composition, you can very efficiently control the properties," Zhang says.

Only by harnessing new techniques to produce incredibly uniform samples of single-size gold clusters and observing their individual properties and structures was Zhang's lab able to start cataloguing the variety of properties of this nano wonder. In this regard, Zhang's collaborators, such as Rongchao Jin from Carnegie Mellon University, can achieve higher than 99 per cent purity for the gold clusters.

As the team continues to explore how they can tailor and refine gold nano structures, they're also looking into ways to harness other noble metals in combination with gold. Silver and platinum, both valuable metals and with interesting medical and catalytic potential in their own right, could reveal new potential using the analytic techniques used by Zhang's team.

Next up, Zhang plans to look into gold and metal composites, to understand how these structures work. The team also remains committed to examining potential biomedical applications for their work, in collaboration with biomedical researchers from Dalhousie University and Halifax Infirmary Hospital. ■


9:41 PM
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Monday
10
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Notes
Reminders
Stocks
Game Center
Newsstand
iTunes Store
App Store
Passbook
Compass
Settings
Phone
Mail
Safari
Music
iPhone

THE RISE — AND TRIUMPH — OF THE

SMARTPHONE

BY BROOK THALGOTT

Less than 20 years ago, a mobile phone was just a phone. Enter the "personal digital assistant age" in the late 1990s where phones started to become more than just phones. RIM ran with the idea a phone and PDA could become one, and in 2003, the Blackberry took off: a phone and camera with email and web built right in.

Smartphones were on their way to taking over the mobile phone market when iPhone hit in 2007. Today, smartphones are in the hands of more than half of all Canadians, permanently changing the way we communicate, work, play and shop. This shift to constant connectivity has totally overhauled the way we do business. Whether it's marketing or IT or human resources, every business has been touched by this device.

Canadians turn to their smartphones every day to conduct their work, home and social lives, using them for the weather forecast, headlines, sports scores, social media, staying connected to friends, family and work — and vitally important to business — researching purchases and shopping online.

According to 2014 research by Catalyst and GroupM Next, 65 per cent of Canadian smartphone users have used their devices to search for product information while standing in line, 65 per cent while eating, and 60 per cent while commuting. And, these aren't "let's kill time" searches either — they are intent-driven, product-related searches happening in locations businesses may not consider relevant. As technology marches forward, customers demand even more timely and relevant communication. Businesses have to be there when customers demand it.

With the web accessible from almost everywhere, businesses need to be online with the information customers need. Customers are reading reviews and checking prices while shopping; 70 per cent have used their smartphone to search for product information while in a store. While customers are actively seeking product information, they aren't always thrilled with the results. Catalyst/GroupM Next finds that when it comes to searches, 33 per cent of smartphone users aren't happy with results for product prices, 30 per cent aren't satisfied with product reviews, 29 per cent are unsatisfied with local business information and 25 per cent come up wanting on searches

65%

of Canadian smartphone users have used their devices to search for product information while standing in line, **65 per cent** while eating, and **60 per cent** while commuting.

58 per cent use an app to check stock quotes; **70 per cent** use apps to check bank accounts

86%

use the app for Facebook

1/2

of smartphone users uninstall apps because they don't use it, followed by **18 per cent** indicating **poor functionality**.

for product features. Compare this to only nine per cent of customers who say searching for news and weather information is unsatisfying. Making a great web experience better can pay off; 58 per cent of consumers say they recognize search ads they see on their smartphone, and of those, 50 per cent say a search ad has helped them find the information they needed.

Knowing customers are doing research on their smartphones is the first step to meet their demands. If a customer is researching your business, the experience has to be a good one. Catalyst and GroupM Next found smartphone users can become very frustrated with their mobile experiences. Top frustrations include load times, bad mobile sites and too much typing; these three things add up to 70 per cent of the pain points for customer browsing. Plus, savvier users — those who have owned a smartphone for two or more years — are 50 per cent more likely to be frustrated by a bad mobile website than people who have owned a smartphone for less than two years. Since today's smartphone rookie is tomorrow's veteran, it's important to take these frustrations seriously. Not only do you have to be on the web and searchable to connect with customers, you also need a seamless mobile web experience.

The smartphone has also paved the way for the app. Sixty-nine per cent of smartphone users use an app rather than a web browser to read emails; 58 per cent use an app to check stock quotes; 70 per cent use apps to check bank accounts and 86 per cent use the app for Facebook. Apps can provide customers with a better mobile experience, if the app is user-friendly and provides relevant, timely information.

Businesses have to consider the user experience behind using an app or a web browser before wading into app development. Ease of navigation, availability in the app store and good word-of-mouth are important to customers before they install an app. Apps have to be functional, useful and easy to find before customers will commit; half of smartphone users uninstall apps because they don't use it, followed by 18 per cent indicating poor functionality. Apps have their place in the mobile marketplace if they meet customer demands.

Customers are in charge now more than ever, and businesses and brands have to provide a relevant, seamless, pain-free experience to compete. Do that, and customers will come, stay and recommend. ■

Source: catalyst.ca/2014-canadian-smartphone-market/

250°C

Testing at temperatures up to 250°C, allows the system to simulate SAGD field conditions.

SRC PIPE FLOW TECHNOLOGY CENTRE EXPANSION PROJECT

COURTESY SASKATCHEWAN RESEARCH COUNCIL

The oil and gas industry is a key sector of both the Saskatchewan and the Canadian economies. In fact, Canada now has the third largest reserves in the world thanks to various leading-edge technologies developed over the past couple decades.

With the conventional oil pools in both Saskatchewan and Alberta becoming mature, this has led to the application of different enhanced oil recovery (EOR) methods which use solvent and steam to achieve higher oil recoveries from mature fields. In addition, the growth in steam-assisted gravity drainage (SAGD) technology — an EOR method that uses steam to separate oil from the sand in the well — in the oil sands is poised to outstrip mining-based extraction. All these fluids are transported by pipeline at some point in the process, but reliable data that could be used to design these pipeline systems has been lacking.

Piti Srisukvatananan, research engineer at the Saskatchewan Research Council, says this dilemma created a need for a test loop that can handle hazardous and explosive materials such as heavy crude oil and bitumen. "Canada has huge heavy oil reserves and oil sands deep underground where surface mining is not a viable option. Industry is interested in improving their understanding of pipeline flows involving complex mixtures of heavy oil or bitumen combined with steam, solvent or both, which are encountered during in-situ production methods."

The Saskatchewan Research Council's (SRC) Pipe Flow Technology Centre™ expanded its facilities to include these capabilities at the new Shook-Gillies HPHT Test Facility. This Class 1, Division 1 building is capable of handling volatile materials and is equipped with a four-inch diameter Class 600 ANSI flow loop. The system is designed to test industrial conditions, including multiphase flows from enhanced oil recovery projects involving solvent or steam.

SRC has more than 55 years' experience in research, development and demonstration in the area of transportation of complex mixtures. SRC's Pipe Flow Technology Centre™ is acknowledged as an international leader in its field and has collaborated with Canadian and international clients on a range of ground-breaking pipeline and fluid mechanics applications. Serving the oil, gas and mining industries, the Centre helps resource industries expand the horizon of how and when they operate.

Srisukvatananan says SRC was really well-equipped to handle this expansion: "We have the facilities needed, but more importantly, we have experienced staff who have been involved in slurry transport for many years, both with testing and modelling. With the right tools and the right people, we believe we can help industry and community push the envelope and scientific boundaries."

The expansion complements and builds on SRC's growing expertise and capabilities in slurry transport and enables SRC to support the oil and gas industry with a broader range of services including:

- Testing at temperatures up to 250 C, which will allow the system to simulate SAGD field conditions
- Testing at pressures of up to 1,400 psig, to reproduce conditions that may be seen in sales pipelines
- Testing mixtures that include volatile materials, including light crude oil and solvents, to mimic flows involving produced fluids from enhanced oil recovery projects
- Testing of complex mixtures that involve slurries with volatile components, such as the complex mixtures involved in oil sand solvent extraction projects

"These capabilities will allow the oil and gas industry to do large-scale testing at elevated temperatures and pressures, where available data is limited, as well as testing of volatile materials," says Srisukvatananan.

The new capabilities of this facility will allow SRC to continue to break ground in slurry pipeline research and, at the same time, support the continued development of Canada's oil, gas and oil sands industries.

The $3.19 million expansion was funded through the Canada-Saskatchewan Western Economic Partnership Agreement (WEPA) and by SRC. ■

WEATHER DELAYS

Using Force Majeure Clauses in Contracts

BY BRUCE HARRISON RESEARCH BY DAVID J. UKRAINETZ, STUDENT AT LAW

Author Kim Hubbard once quipped, "Don't knock the weather. If it didn't change once in a while, nine out of 10 people couldn't start a conversation." Despite the countless number of observations made each day, we are still somehow surprised by weather changes. This is of particular significance in project development and supply contacts, where delays can cause thousands of dollars' worth of downtime and missed opportunities.

In trying to allocate scheduling risks, parties typically account for external factors through the cumbersome concept of force majeure. Force majeure (meaning "superior force") is a French legal doctrine that arose out of the shipping industry to address delays caused by heavy seas, shipwrecks, war or other uncontrollable events. Force majeure is commonly used in contract law because the parties can simply suspend obligations for the duration of the force majeure event, rather than terminating the agreement or holding a contractor absolutely responsible for its performance, which would no doubt require a risk premium to be factored into the contract price.

Force majeure clauses can be drafted with significant variations, but almost invariably focus on events which are "unforeseeable" and "beyond the reasonable control of the parties." This is typically clarified by a list of events such as acts of war, riot, terrorism, strikes, floods and more. Parties claiming relief due to force majeure are often required to give immediate notice of the condition at its outset to avoid a party from claiming it in retrospect to account for their performance delays. If the parties agree the event constitutes force majeure, the project schedule is extended by the length

of the event. In some contracts, a force majeure event that causes excessive delay (90 days or longer) can be cause for either party to terminate without penalty.

Weather delays often create disputes because opinions differ on what severity of weather is foreseeable. Furthermore, a party may be able to mitigate abnormally hot, cold, wet or windy weather over the short term, but in periods of extended extremes, the parties may not realize conditions are insurmountable until they are. In this case, the immediate notice obligation has been missed. The latter scenario also illustrates the difficulty in characterizing weather-related force majeure as an "event," since moderate precipitation any one day is not an issue, whereas moderate precipitation every day for a month likely is.

These issues are compounded, for lawyers at least, by a lack of judicial guidance. Most major project agreements include arbitration clauses, which require the parties to resolve their disputes through arbitrators who do not publish their decisions. One approach gaining acceptance among contract drafters is to reference historical weather data and statistical distributions to establish an objective standard for weather at the location of the work. Environment Canada maintains a database of historic measures for temperature, rain, snow and wind over hourly, daily and monthly intervals at various locations across Canada. The statistical analysis of this data is used to determine the likely recurrence of certain weather phenomena, which is where we get terms such as "50 year weather event." Parties that account for weather in this manner must still negotiate a reasonable level — such as a 25, 50 or 100 year event — but using an objective measure minimizes the element of uncertainty.

Just where the standard ought to be will take some time, but government and insurance standards for new infrastructure may lead the way. Drainage systems, bridges, haul roads and power lines are all designed with certain metrics to withstand extreme weather without affecting performance. It is a good bet if the infrastructure cannot keep up with a particular weather event, contractors will not either. As we have also seen, where government and insurance go, industry often follows. ■

This article presents a summary of information and does not constitute legal advice.

Bruce Harrison is an associate in Saskatoon where he practices all areas of corporate and commercial law. David Ukrainetz is a student at law in the Saskatoon office of McKercher LLP. His interests include business and corporate law.

Bruce Harrison
Associate, McKercher LLP

DATA MINING

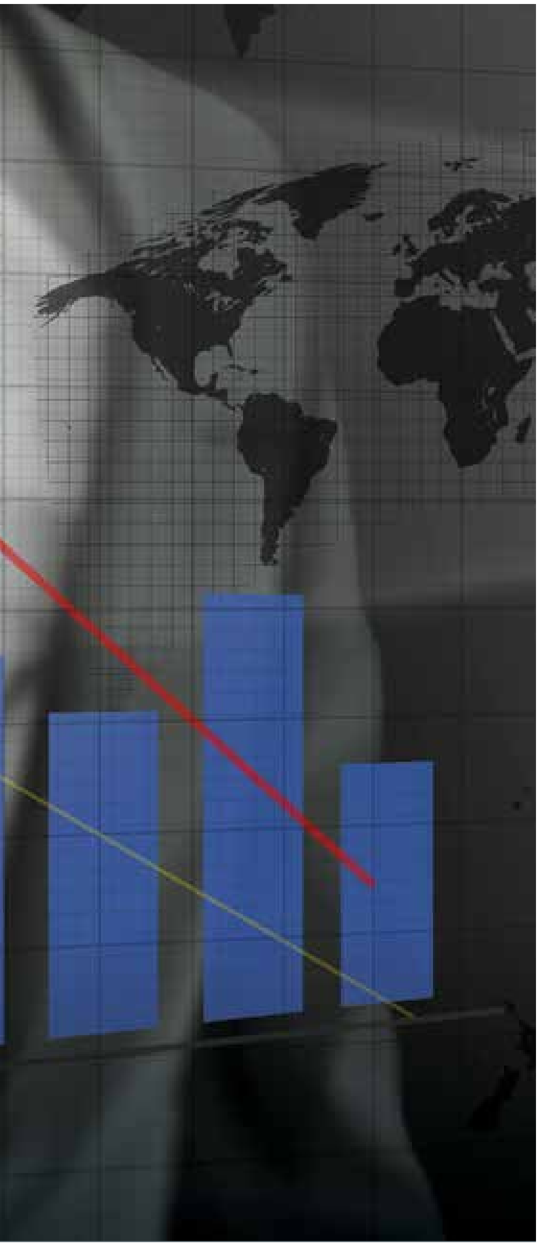
TO ACCELERATE MID-MARKET BUSINESS GROWTH AND REDUCE BUSINESS FUNDING REQUIREMENTS

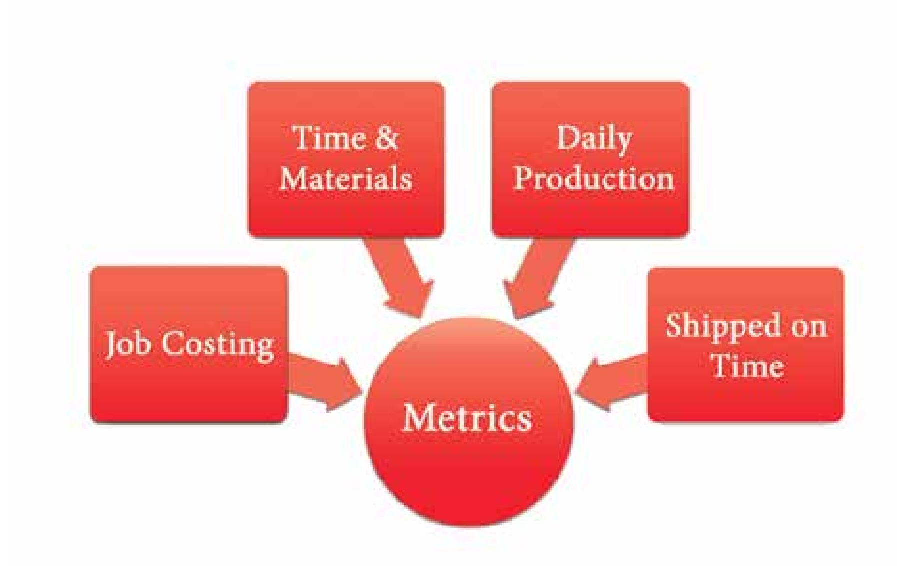
BY **PHIL SYMCHYCH**

In mining, valuable commodities are found in veins beneath the surface. The same applies to your business data. Your most profitable information is found in areas hidden beneath the level of your financial statements. In fact, analyzing product/service lines and individual transactions will show you where the gold is buried.

One of the most common mistakes accountants make in preparing year-end financial statements is lumping all revenues onto one line. External users have difficulty evaluating your business performance. You need much more power and flexibility on your internal monthly financial statements to show product/service line detail including sales, costs of sales and gross profits. What do your financial statements tell you about your business?

At a minimum, your financial statements should show the gross profit dollars and gross margin percentage by major product or service line. This will show you which parts of your business are the big contributors of profits and which aren't. What are your most profitable product and service lines? Do you have any losers chewing up resources and cash? What if you allocated those resources to the stars?





The next level of detail — the transaction analysis — is even more important. Unfortunately, some accounting departments may be too busy to create this information. Or, the managers aren't asking for it because they don't know it's available. Measuring transactions depends on your industry.

In construction with fixed price contracts, measure the daily project activity transactions. Are you receiving daily project job costing comparing hours budgeted vs. expended and against milestones?

In service companies that charge time and materials, measure daily project activity. What are the daily hours worked vs. billed percentage? How efficiently (and ruthlessly) are you charging for all time and materials?

In manufacturing companies, measure daily productivity and shipped on time. What is your daily production volume and daily shipped on time percentage? How can you improve them?

Mining your data daily will accelerate your business growth and profit improvement. An integrated management information system that tracks daily activities and costs is critical to business growth.

The final level of mining your data is to assess and quantify the economic results you create for your customers. In other words, it's about your business strategy. One company that repaired equipment for its customers that consisted of Fortune 500 companies determined their optimal economic value wasn't in fixing broken equipment.

Their unique, powerful economic value was understanding, quantifying and proactively recommending how their customers could maximize equipment uptime, increase revenues and enhance ROI. The customers loved the strategic value at higher rates for the company and higher ROIs for their customers.

Mining this data will reduce your business funding requirements because you will fuel your business growth internally. Ultimately, your best growth strategy is to proactively help your customers increase their success; just be sure to measure it.

How are you mining your data to create gold for your customers, accelerate your business growth and reduce your business funding requirements?

Phil Symchych CPA, MBA is the president of Symco & Co., author of Phil's Profit Points, co-author of the upcoming book called The Business Wealth Builder and an expert in maximizing business valuation and wealth for closely-held businesses. For more information, go to www.symcoandco.com. ■

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Phil@symcoandco.com

Why TRAVEL INSURANCE?

Did you know that treating a case of swimmer's ear in a foreign country can cost $600 to $700? Or that a hard fall while skiing could cost $1,400 in care? Or if you require surgery or have a stroke while travelling out of country it could run you over $100,000?

As a Canadian traveller we are told to be well-prepared from your valid passport to your up-to-date inoculations. Whether you are a first timer or a seasoned snowbird, there is a wealth of information online in regards to travelling abroad and protecting yourself. An informative website to refer to when preparing yourself for travel outside of Canada is travel.gc.ca. There are checklists and tips to ensure your vacation is what it is meant to be, stress-free and fun! There is even a free registration service to give you easy connection back home in case of emergency.

Nothing compares to relaxing and unwinding during vacation. But what happens if you are not properly prepared and you get sick or injured?

Most people look at travel insurance as an option when it should be viewed as a necessity, like your passport. Just like getting your shots to protect against diseases in foreign countries, insurance should be a priority. With comprehensive travel insurance you are covered 24/7 from the high cost of medical care in other countries. Most travel insurance pays directly to the hospital or clinic so you don't have to worry about paying these expenses out of your pocket. This saves you from a financial burden when returning home from an already stressful situation.

Never rely solely on your provincial plan to cover you as coverage is limited. Supplemental travel insurance ranges in cost depending what it is covering, your age and the benefits you choose. There are several companies that offer travel insurance with variations in the plan structure and costs. These options can be confusing. Make sure you ask questions to ensure you know what you are covered for. Pre-existing conditions may be covered if the condition is stable and controlled. It is essential to review your policy in detail and understand how the clauses will affect you and your pocket book. It is important to carry details of your medical insurance with you when you travel as well as leaving a copy with a friend or family member at home.

Let us help protect you. If you would like to discuss your travel insurance needs or anything else regarding your personal financial situation please contact us, Byron or Shannon, to review your needs and recommend a product to fit your circumstances. As financial advisors it is our job to look beyond your investments and protect your wealth from the unexpected. From travel insurance to life insurance, critical illness to disability insurance, we are here to help you protect the wealth you have worked so hard to accumulate.

Travel safe!

Byron and Shannon Briske are senior financial advisors with Assante Financial Management Ltd. Please contact them at **306.665.3244** or visit **www.thebriskefinancialgroup.com** to discuss your particular circumstances prior to acting on the information above. Insurance products and services are provided through Assante Estate and Insurance Services Inc.

Shannon and Byron Briske of Assante Financial Management Ltd. continue to host regular business luncheon seminars at CUT restaurant. For upcoming dates and seminar topics, please contact the office at 306.665.3244. This series focuses on many aspects of the business but especially business ownership and the potential challenges and opportunities that are present in today's marketplace.

EXPERT ADVICE

BARTERING

How Bartering Improves Business Cash Flow

Dan Benesh

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A typical misconception of barter is that it hurts your cash flow because you don't get cash in return for your products or services. There are many creative ways to use a barter network's services to improve cash flow.

Example 1: Renovation

A restaurant is going through a renovation and needs to close for three weeks to make improvements. The estimated cost of the renovation is $30,000. Gift cards can be sold to the trade exchange in return for barter currency, or TRADEdollars. This actually costs the business nothing to do (currently) because the restaurant isn't yet open. This is a $30,000 cash equivalent injection into the business' cash flow. Now, the barter credits can be spent before spending cash on things such as stacking stone, blinds, plumbing, electrical, flooring, duct cleaning, drywall, painting and cabinets. When the restaurant re-opens, recipients of the gift cards start coming in. When they do, there is a food cost (cost of goods sold), but any overspend or breakage (gift cards unredeemed) is recouped. It takes usually six to 12 months for full redemption.

Example 2: Sunk Costs

When a retail store has already purchased items, this is referred to as sunk costs. Bartering can help recover sunk costs on remaining stock to put cash back into new stock that will turnover faster. Here's how: Let's say a fitness store has many floor models and in-stock units that have already been paid for. Cash flow is being affected with money going out for advertising, printing and delivery/shipping of items. Joining a barter network allows for shipping to be paid for using TRADEdollar credits. For every 2,000 credits spent, the trade is a unit that is worth $2,000 retail, but costs much less from the supplier (cost of goods).

In both of these examples, barter is used smartly to improve cash flow, make new connections in your city, and drive more sales back to your business. More often than not in the cash world, once you spend your cash dollars, they are gone. You have no guarantee the person or business you gave them to will support your business in return. Barter solves that problem by forcing reciprocal business back in your door. Every time you spend money with another member, you are guaranteed an equal amount of business in return.

If you have any questions, I'm here to help. Dan, the Trading Man: 306.596.8502. ■

Jacqueline Gallagher
VICE PRESIDENT

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What type of leader are you hiring?

Society has become rather adept at the "blame game." Are you identifying leaders who will admit their mistakes? Admitting mistakes is not a sign of weakness; in fact, it is quite the opposite. Admitting one's mistakes takes self-insight, awareness, courage, rational intelligence and sound judgment.

A defensive leader can result in disastrous consequences for a business:

- Personal growth is stunted for the leader and those reporting into them.
- They lose their very best team members due to lack of growth opportunities.
- Their team loses trust in them.
- The leader is not able to adapt to urgent and real business pressures.

Ultimately these realization can lead to company failure. Ensuring defensive people do not make it into an organization starts by sifting them out during the hiring process.

Key questions to identify a defensive leader in an interview process are:

- Where and what type of mistakes do you make?
- What are the moments when you have been less than proud of your results, and why?
- What decisions have not worked for you previously, and why?
- What is the worst trait I will find out about you when I thoroughly check your references?

If the candidate does not have any feedback that would be construed as constructive or negative they are either lying or actually believe what they are saying to you. It is critical to identify these individuals before they become a part of your team.

David Aplin Group utilizes the psychometric instrument called TAIS (The Attentional and Interpersonal Style Inventory) developed by Dr. Robert Nideffer, one of the top 10 psychologists in the world. TAIS is not a test of skill or intelligence but rather a tool designed to measure abilities believed to be important determinants of performance across a wide variety of competitive and interpersonal situations. When consensually validated and integrated with interview and reference data, it provides a comprehensive candidate profile and enables our consultants to provide concrete data on a variety of skills and capabilities, including:

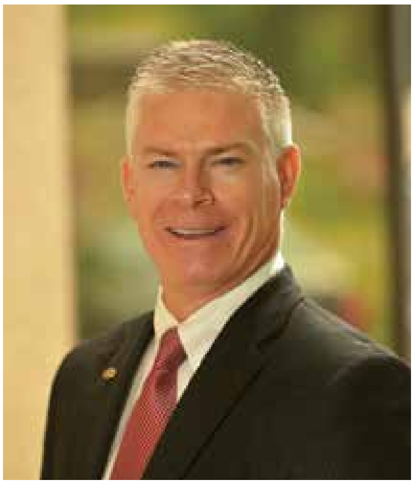
- Managerial and leadership style
- Level of defensiveness
- Emotional intelligence and self-awareness
- Competitiveness
- Decision making skills
- Drive and determination

Finally, you wouldn't buy a house without an inspection, so why hire an employee without a reference check? Reference checking is a critical component of the assessment and selection process. Many past employers will only provide basic information about their ex-employees, such as confirming job title and dates of employment. Here are some guidelines for soliciting useful information:

1. Provide general background information about the job the candidate is being considered for without using the words "reference," "strengths" or "weaknesses" which can generate reluctance.
2. Keep the tone conversational, not interrogative.
3. Start with questions that solicit "yes" and "no" answers. Then probe with open-ended inquiries.
4. Use information provided by the candidate. For example, read verbatim the description of duties from the candidate's résumé and ask if it's accurate.
5. Don't ask questions that require blatantly subjective answers.
6. Avoid legally sensitive topics.

Through our rigorous assessment and interview process, David Aplin Group ensures you bring onboard only those who will positively impact your business. ■

Income & Growth: Two Sides to Your Portfolio



Sheldon Gray, CIM, CFP
Director, Portfolio Manager

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Your investments can provide returns in the form of either income or capital growth. The decision to opt for one source of return over the other normally stems from your tax situation, your immediate requirements for cash and your long-term objectives. Here are some of the unique risks and rewards associated with investing for income and capital growth.

Regular Income Can Provide Stability

There are two primary ways to earn income: lend your funds to a borrower in return for interest (and eventual return of your principal) or own shares that produce dividends. The first type of security is often referred to as "fixed income" and includes bonds, debentures and mortgage backed securities. The second type of income is derived through ownership of common and preferred shares and income trust units that distribute company profits in the form of dividends.

With income investments, there are income tax consequences to bear in mind, as well as two types of risk. The first is interest rate risk. Once you are locked into a rate of interest for a certain term, you risk the chance that market rates might rise and the rate you are earning may no longer be competitive. The longer the term of your investment, the greater the interest rate risk.

The second risk is credit risk: the possibility your principal will not be repaid or the issuer will default on interest or dividend payments. The risk can be minimalized by investing in high quality instruments from secure issuers.

Growth Can Build Wealth

Investing for capital growth is vital not only to build wealth, but to protect your capital from taxes and inflation.

The most popular growth investment is common stock. Investors purchase shares in a corporation and become part owners of the company. As the company grows, profits are reinvested in the company, which can cause the shares to increase in value.

There are two primary risks to consider with common shares. The first is market risk. The market price of your investment will tend to fluctuate with the stock market as a whole, even if there have been no material changes in the company whose shares you own.

The second type of risk is specific to the company itself. If your investment portfolio consists of only stocks that are dependent on the petroleum industry, for example, any decline in oil prices will affect the value of your entire portfolio.

All of the above risks can be minimized by diversifying you investment dollars among income and growth, among a number of different securities and even a variety of markets around the world.

The Gray Team at ScotiaMcLeod has the knowledge, resources and team of experts to help you determine the right mix of income and growth for your portfolio and to implement a diversified strategy that carefully balances the risks and rewards. ■

PRAIRIE PROUD GIVES BACK

BY MELANIE FURLONG
PHOTOS COURTESY OF PRAIRIE PROUD

CLOCKWISE PGA golfer, Graham DeLaet, sports a Prairie Proud cap; Country music stars, Doc Walker, wearing Prairie Proud; Owner Cole Thorpe presenting charitable donation

Just before his June 2014 graduation from the Edwards School of Business at the University of Saskatchewan, Cole Thorpe launched Prairie Proud Apparel, a clothing line that celebrates his passion for the Prairies and allows him to give back to a region he says has been very good to him.

Thorpe's goal is to combine regional pride with corporate social responsibility. The concept is an extension of his personal value set, which focuses on passion, community and quality. With each purchase, a charitable donation is allocated to an organization in the Prairie provinces — either to the province where the purchase was made, or if purchased online, to the province of the buyer's choice. Since Prairie Proud launched, 24-year-old Thorpe has already made donations to the Children's Hospital Foundation of Saskatchewan and the Alberta Cancer Foundation. He hopes to make a third donation to the Children's Hospital Foundation of Manitoba in coming months.

The clothing line carries hoodies, t-shirts, crew sweaters, toques and tank tops, each with a Prairie-themed motif such as a bundle of wheat, pumpjack or buffalo. It has been a great success across the region and beyond with online sales from every province in Canada and many customers outside the country.

"There's a lot to be proud of in coming from the Prairies," says Thorpe, who comes from the tiny village of Spy Hill, SK, pop. 150. "We have a unique culture and our farming, oil and mining industries all make important contributions to the country's economy. Wearing Prairie Proud allows individuals to show their passion for the area while investing back into it."

Throughout his university years, Thorpe developed a wide variety of contacts across western Canada. "I reached out to individuals I thought would buy into the concept and who were proud of their Prairie roots. Some were people who grew up in the Prairies and who'd become successful in different areas."

One of those was PGA golfer Graham DeLaet, of Weyburn, SK. "When I asked him [to model the clothing], he said 'yes, I'm the definition of Prairie Proud.' "

Thorpe relies heavily on social media to market the business and uses photos of Prairie Proud wearers in his social media channels to tell their stories. At the time of interview, Thorpe was preparing to launch his first storefront for Prairie Proud next to Saskatoon's Farmers' Market, initially to open Saturdays and Sundays. He hopes to eventually capitalize on interest from approximately 30 different retailers in the Prairie provinces.

Right now, Thorpe receives weekly emails from businesses interested in potential partnerships. "That was part of the plan, but not this early on," he says. "Down the line, I am hoping Prairie Proud's partner businesses will want to make a matching donation to a charity of their choice, tying into that passion, community, quality piece that's at the heart of Prairie Proud." ■

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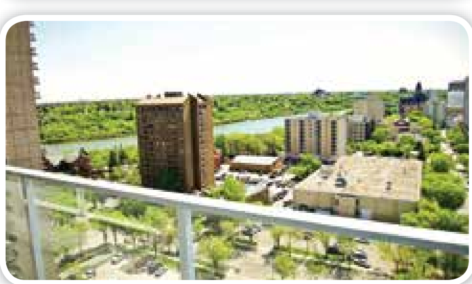

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CELEBRATING 20 YEARS OF SUCCESS:

May 7 & 8 TCU Place, Saskatoon *Honouring the Past & Celebrating the Future*

Women Entrepreneurs of Saskatchewan is proud to announce our 2015 Annual Business Conference: "Honouring the Past & Celebrating the Future". This dynamic event will empower and educate with inspiring keynotes, practical tools, offer tips for innovation and success, while providing valuable networking and mentorship opportunities.

2015 KEYNOTE SPEAKERS:

Rachel Mielke
CEO of Hillberg & Berk
"Life Through the Kaleidoscope"

Greg Yuel
President & CEO of PIC Investment Group Inc.
"Building Your Legacy – Through Your Business"

Christine Hrudka
Owner of Pharmacy First
"Roadmap of an Entrepreneur – What is Your Next Opportunity?"

Gems of Saskatchewan – Panel Discussion
Moderated by Trish Cheveldayoff, Owner of Trish Cheveldayoff Communications & Consulting

CONFERENCE AT A GLANCE:

Thursday, May 7

6:30 p.m.	Networking & Cocktail Reception (Appetizer & Cash Bar)
7:30 p.m.	Welcome & Opening Remarks
7:35 p.m.	Greetings on behalf of Western Economic Diversification Canada
7:45 p.m.	Greetings on behalf of our Platinum Sponsor
7:50 p.m.	Keynote Speaker – Honourable Jennifer Campeau, Minister of Central Services
8:20 p.m.	20th Anniversary Toast
8:30 p.m.	Closing Remarks

Friday, May 8

8:00 a.m.	Breakfast & Networking
8:20 a.m.	Opening Remarks
8:30 a.m.	Keynote Speaker – Greg Yuel, President & CEO – PIC Investment Group Inc.
9:50 a.m.	Keynote Speaker – Christine Hrudka, Owner – Pharmacy First
11:00 a.m.	Annual General Meeting
12:15 p.m.	Luncheon & Panel Discussion "Gems of Saskatchewan"
2:30 p.m.	Keynote Speaker – Rachel Mielke, CEO, Hillberg & Berk
3:30 p.m.	Closing Remarks

Don't miss out! Register now to reserve your spot.
Attendance is limited. Please visit www.womenentrepreneurs.sk.ca.

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
Business Solutions for Success

Conference Presented in partnership with: conexus Credit Union

Women Entrepreneurs Inc. Supported by/Avec l'appui de :
Western Economic Diversification Canada / Diversification de l'économie de l'Ouest Canada
Canada

Women Entrepreneurs of Saskatchewan Inc. is a non-profit membership organization supported by Western Economic Diversification Canada that works with women who are considering starting a business, purchasing a business, or who are operating an existing business.