Saskatchewan Institute: Conference Board Research Relating to Saskatchewan
Preface

This document provides a summary of selected economic reports and research publications that provide value to organizations and leaders interested in Saskatchewan.

It also includes a list of relevant executive networks, leadership programs, and conferences.

About The Conference Board of Canada

We are:
The foremost independent, not-for-profit, applied research organization in Canada.
Objective and non-partisan. We do not lobby for specific interests.
Funded exclusively through the fees we charge for services to the private and public sectors.
Experts in running conferences but also at conducting, publishing, and disseminating research; helping people network; developing individual leadership skills; and building organizational capacity.
Specialists in economic trends, as well as organizational performance and public policy issues.
Not a government department or agency, although we are often hired to provide services for all levels of government.
Independent from, but affiliated with, The Conference Board, Inc. of New York, which serves nearly 2,000 companies in 60 nations and has offices in Brussels and Hong Kong.
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Acknowledgements

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ABOUT THE SASKATCHEWAN INSTITUTE

The Saskatchewan Institute is a major initiative of The Conference Board of Canada that focuses exclusively on issues that are relevant to Saskatchewan. The Institute brings together the Conference Board’s full range of expertise in economic analysis and forecasting, public policy research, and organizational performance to address themes of leadership, governance, innovation, competitiveness, and more.

The Institute is working with partners in Saskatchewan to produce research that will help public and private sector leaders sharpen their vision for Saskatchewan’s future and find solutions to the challenges they need to address.

For more information about the Saskatchewan Institute, visit www.conferenceboard.ca/SI.
Economic Reports and Analysis

REGULAR FORECASTING ECONOMIC OUTLOOKS ON SASKATCHEWAN

Provincial Outlook Economic Forecasts
These quarterly economic forecasts provide highlights of the Provincial Outlook report, which presents the short-term outlook for Canada’s provinces.

Prairies Business Outlooks
These 60-minute webinars explore the economic issues on the horizon for the Prairies. They feature Pedro Antunes, Director, and Marie-Christine Bernard, Associate Director, of the Conference Board’s National and Provincial Forecast. They discuss summaries of the Conference Board’s forecasts for Canada, Saskatchewan, and Manitoba.

Alberta, Saskatchewan, and Manitoba Economic Outlooks
These webinars analyze the major economic forces that affect Prairie census metropolitan areas (CMAs).

Regina: Metropolitan Outlooks
This publication focuses on metropolitan Regina’s economy.

Saskatoon: Metropolitan Outlooks
This publication focuses on metropolitan Saskatoon’s economy.

PRESENTATIONS ON ECONOMIC OUTLOOKS

The Saskatchewan Economic Outlook:
On Solid Footing
Presentation: Saskatoon, Saskatchewan, April 30, 2013
Mario Lefebvre, Director, Centre for Municipal Studies

The Saskatchewan Economic Outlook:
Full Speed Ahead
Presentation: Saskatoon, Saskatchewan, May 14, 2013
Glen Hodgson, Senior Vice-President and Chief Economist

Municipalities: Nearly Flat Broke to Face New Challenges
Presentation: Saskatoon, Saskatchewan, May 20, 2012
Mario Lefebvre, Director, Centre for Municipal Studies

The Saskatchewan Economic Outlook:
Opportunities Ahead
Presentation: Regina, Saskatchewan, May 29, 2012
Glen Hodgson, Senior Vice-President and Chief Economist

Everybody Takes a Breather at Some Point
Presentation: Saskatoon, Saskatchewan, November 8, 2012
Mario Lefebvre, Director, Centre for Municipal Studies

Commodities Remain a Key Engine of Growth in Canada
Presentation: Regina, Saskatchewan, November 7, 2012
Mario Lefebvre, Director, Centre for Municipal Studies
CUSTOMIZED ECONOMIC FORECASTING

The Conference Board has forecast and historical databases covering Canada, the provinces, CMAs, industry sectors, and the United States. Its uses its data to generate the latest Canadian economic indicators to help organizations and leaders:

- identify and evaluate business opportunities;
- minimize business risks by providing timely information and regular updates for key economic indicators; and
- make sound budgetary and planning decisions based on detailed economic insights related to sectors of interest.

Conference Board forecast databases include the following:

- Canadian Forecast (Five-Year) Database Service;
- Canadian Forecast (20-Year) Database Service;
- Provincial Forecast (Five-Year) Database Service;
- Provincial Forecast (20-Year) Database Service;
- Territorial Forecast Database Service;
- Population and Household Formation Database Service;
- Metropolitan Forecast Database Service;
- Canadian Industrial Sector Forecast;
- U.S. Forecast (Five-Year) Database Service;
- Index of Consumer Confidence;
- Index of Business Confidence;
- Help-Wanted Index Database;
- Leading Indicator of Industry Profitability Database Service;
- Canadian Socioeconomic Database from Statistics Canada (CANSIM);
- Canadian Real Estate Association I (CREA I);
- Canadian Real Estate Association II (CREA II); and
- Canada Mortgage and Housing Corporation’s Database (CMHC).
Publications on Relevant Issues

PUBLISHED RESEARCH OF INTEREST TO SASKATCHEWAN

Immigrants and Innovation: How to Measure the Return on Your Investment in Immigrants as Innovators (March 2013)
This briefing demonstrates the positive value to companies of strategies that deliberately tap the innovation talents of immigrant employees. It explains why organizations should make investments in immigrants as part of an innovation strategy and provides guidance on how to measure innovation contributions made by newcomers. It includes a tool—the Immigrant Innovation Capacity Checklist—that businesses can use to assess how successful they are at leveraging the capacity, skills, and talents of immigrant employees.

> www.conferenceboard.ca/e-library/abstract.aspx?did=5350

The Future of Mining in Canada’s North (January 2013)
Mining and its supporting industries will continue to be important economic drivers in many of Canada’s Northern regions throughout the next decade. How can this cyclical, non-renewable resource industry contribute to the balanced economic prosperity of Canada’s North and benefit local Aboriginal communities in a responsible and sustainable manner? This report provides an economic outlook for the mining industry through 2020, with a comprehensive analysis of the challenges and opportunities faced by industry proponents.

> www.conferenceboard.ca/e-library/abstract.aspx?did=5306

Framing Sustainable Options for Housing in Canada’s North (December 2012)
Canada’s North has a shortage of quality affordable housing options. This report offers four case studies of successful and innovative Northern housing initiatives across the country. It also explores some of the major policies and programs established and implemented across Canada since the mid-1990s. The report ultimately suggests that effective Northern housing strategies require sensitive partnerships, programs, and policies that support and involve Northerners; are respectful of and relevant to Northern lifestyles, traditions, and cultures; and are consistent with the long-term goals of sustainable development.

> www.conferenceboard.ca/e-library/abstract.aspx?did=5217

Compensation Challenges for Natural Resource Companies (August 2012)
The natural resource industry is subject to fluctuations in commodity prices, but companies face retention issues during both high and low price cycles. Companies struggle to recruit, retain, and motivate executive and technical talent, especially when using share-based compensation tied to commodity price. A long-term focus on succession planning and incentive programs allows natural resource companies to retain key staff, and to withstand departures and manage turnover when it becomes necessary. Compensation and incentive programs are also helpful for retaining staff, but these programs should be balanced to both reflect the slow investment cycles of the business and to reward success in the short term.

> www.conferenceboard.ca/e-library/abstract.aspx?did=5008
Understanding the Value, Challenges, and Opportunities of Engaging Métis, Inuit, and First Nations Workers (July 2012)

This publication analyzes the challenges and opportunities employers encounter when engaging Aboriginal workers in Canada. An online survey and interviews with Canadian businesses, industry associations, and Aboriginal employment organizations examined their engagement and experiences with Aboriginal workers. The report acts as a starting point for creating a greater understanding of ways to overcome the labour market integration challenges facing Aboriginal workers in Canada. In addition, it recommends steps that employers, Aboriginal organizations, and policy-makers can take to help improve the labour market participation of Aboriginal workers.

> www.conferenceboard.ca/e-library/abstract.aspx?did=4886

Valuing Food: The Economic Contribution of Canada’s Food Sector (June 2011)

Canada’s food sector makes an enormous contribution to our national economy. This report considers the underlying forces shaping food supply and demand, analyzes the footprint of Canada’s current food economy, and looks at our engagement in the global food industry. It concludes with a summary of major findings and their implications.

> www.conferenceboard.ca/e-library/abstract.aspx?did=4261

Greenhouse Gas Mitigation in Canada (June 2011)

Canada’s efforts to reduce greenhouse gas emissions have been a patchwork of federal programs and regulations, and separate provincial action plans. This report reveals how a more coordinated approach could be more effective and cost efficient.

> www.conferenceboard.ca/e-library/abstract.aspx?did=4251

Tapped Out: Efficiency Options for Closing the Municipal Infrastructure Gap (March 2011)

Due, in part, to a prolonged period of underinvestment, the infrastructure gap is a growing concern in Canada. This report examines the varying practices of four Canadian infrastructure services (rail freight, urban transit, natural gas distribution, and water and wastewater services) that have implications for the infrastructure gap. It explores possible changes to services facing declining productivity and large infrastructure gaps.

> www.conferenceboard.ca/e-library/abstract.aspx?did=4104

Toward Thriving Northern Communities (December 2010)

Northern communities, while diverse, tend to have some common attributes. Many are remote, with smaller, younger populations and higher proportions of Aboriginal people than their Southern counterparts. Most important, however, many are not secure, self-reliant, sustainable, or socially developed. In other words, many Northern communities are not thriving. In spite of these challenges, promising plans and programs are being implemented in Northern regions and communities, and the growing opportunity for sustainable development gives reason for optimism.

> www.conferenceboard.ca/e-library/abstract.aspx?did=3946

Immigrants as Innovators Boosting Canada's Global Competitiveness (October 2010)

Immigrants are, by definition, seekers of a better way—the very embodiment of innovation. This report examines different dimensions of innovation across areas such as research, the culture sector, business, and global commerce, as well as at the level of the individual immigrant, the firm, and the national and international economy. At every level of analysis, immigrants are shown to have an impact on innovation performance that is benefiting Canada. Taking a comprehensive approach to understanding and quantifying the relationship between immigration and innovation, this report helps government and business recognize the potential value of immigration to innovation performance.

> www.conferenceboard.ca/e-library/abstract.aspx?did=3825

Estimating Economic Activity in Canada’s Northern Regions (October 2010)

This report estimates the contribution of the North to the Canadian economy between 1999 and 2008. It incorporates all of the territories and the northern portions of every province with the exception of the Maritimes. The main economic drivers of the North are the mining, forestry, and oil and natural gas sectors. Other industries important to the economy of the North include tourism, commercial fishing and hunting, the utility (hydroelectricity production) sector, and health, education, and social services.

> www.conferenceboard.ca/e-library/abstract.aspx?did=4029
City Magnets II: Benchmarking the Attractiveness of 50 Canadian Cities (January 2010)
This report analyzes and benchmarks the features that make Canadian cities attractive to skilled workers and mobile populations, because cities without the ability to act as magnets and attract new people will struggle to stay prosperous in the decades ahead. A companion document to the 2007 City Magnets report, this edition delves more deeply into the dynamics of city living by analyzing Canada’s 50 largest cities according to 41 features (grouped in several categories) that make Canadian cities attractive to mobile populations. In the “attractiveness to migrants” category, Regina received a “B” and Saskatoon received a “C.”
> www.conferenceboard.ca/e-library/abstract.aspx?did=3380

Canada’s Lagging Productivity: The Case of a Well-Educated Workforce Lacking the Much-Needed Physical Capital (January 2010)
Productivity growth is a key determinant of our economic well-being and depends critically on investment in human and physical capital. Yet productivity growth in Canada’s economy was much weaker in 1984–2008 than it was in 1962–1983. This report looks at the role of human and physical capital in explaining this slowdown and concludes that the quality of the labour force has not been a constraint on capital investment in Canada. Therefore, we must look elsewhere to explain the growth slowdown in capital investment and productivity.
> www.conferenceboard.ca/e-library/abstract.aspx?did=3396

True to Their Visions: An Account of 10 Successful Aboriginal Businesses (November 2009)
Successful Aboriginal businesses create wealth and jobs in Aboriginal communities and Canada as a whole. This report profiles 10 successful First Nations, Inuit, and Métis businesses from across Canada, and highlights common challenges and success factors. It provides an Aboriginal business guide and other resources that Aboriginal entrepreneurs can apply to their own businesses, and highlights the advantages of partnering with Aboriginal businesses.
> www.conferenceboard.ca/e-library/abstract.aspx?did=3306

Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces (November 2009)
Businesses that attract, develop, and retain international talent benefit from an expanded knowledge and skills base. However, many immigrants face challenges when trying to enter the Canadian labour market or integrate into Canadian workplaces. This report looks at the ways businesses can mitigate these challenges by adapting and implementing a number of “immigrant-friendly” programs and practices along a recruitment, integration, development, and retention continuum.
> www.conferenceboard.ca/e-library/abstract.aspx?did=3278

Closing the Gap: Toward Capturing the Value of Aboriginal Cultural Industries, March 2008
Prepared for the Aboriginal Affairs Branch of Canadian Heritage, this report examines the importance of Aboriginal cultural industries in Canada. Specifically, it looks at the industry’s social and economic impacts, while examining the challenges and opportunities the cultural industry creates. Finally, the report provides recommendations to help people better understand and measure this industry.

“Hollowing Out”—Myth and Reality: Corporate Takeovers in an Age of Transformation, Volume I (February 2008)
This report, one of two volumes, explores the issue of “hollowing out” in an effort to clarify the impact of corporate takeovers on Canada and its businesses, and to probe the question: Why are so many people worried about the takeovers? After reviewing the underlying theories of the issue, the report discusses the mechanics of mergers and acquisitions (M&As). It considers how actions taken in the corporate interest result in corporate transformations, and discusses how M&A activity fits into this broad context.
> www.conferenceboard.ca/e-Library/abstract.aspx?did=2413
“Hollowing Out”—Myth and Reality: Corporate Takeovers in an Age of Transformation, Volume II (February 2008)

Volume II presents 30 firm-level case studies of M&As. The cases cover a range of industry sectors, and different types of targets and acquirers. They include several high-profile takeovers of resource and high-technology companies. The research focused on obtaining information (both pre- and post-acquisition) relating to seven areas of potential impact due to corporate takeover. Using a typology they created, the authors scored these impacts as positive, negative, or neutral.

> www.conferenceboard.ca/e-library/abstract.aspx?did=2460


Tax measures, coupled with market forces, will be key to the fight against climate change and the ability of Canadian firms to adjust. Green taxes and green investment tax credits are needed if Canadian firms are to accelerate their technological adaptation to a carbon-priced world. As a complement to green taxes, a cap-and-trade system should be implemented, combining regulation with market forces via emissions trading. Part of the Canadian Tax Reform for Sustainable Prosperity series, this briefing looks at how taxes and markets can be used to combat global warming.

> www.conferenceboard.ca/e-library/abstract.aspx?did=2426

Implement Sustainable Funding for Canada’s Cities (January 2008)

Canada’s competitive edge depends on its cities, which are under pressure to attract the skilled individuals and firms Canada needs for success. At the same time, they are struggling to cope with a fiscal imbalance that threatens their ability to provide services, programs, and infrastructure. This briefing looks at the problem and proposes solutions.


Canada’s Energy Future: An Integrated Path (May 2007)

Facing pressure to reduce carbon emissions, Canada requires a new integrated version and strategies to set our energy future. This report argues for an energy vision that integrates the social, economic, environmental, and energy goals shared by Canadians—one that enhances our position on the world energy stage. It proposes that the federal government take the lead in developing, communicating, and implementing the vision. It suggests a clear statement of energy principles, identifies 10 areas where strategies will be required to implement the overall vision, suggests eight key policy areas for action, and identifies seven recommendations for improvement in energy regulation.

www.conferenceboard.ca/e-library/abstract.aspx?did=2024

Framing Sustainable Options for Housing in Canada’s North (December 2012)

Canada’s North has a shortage of quality affordable housing options. This report offers four case studies of successful and innovative Northern housing initiatives across the country. It also explores some of the major policies and programs established and implemented across Canada since the mid-1990s. The report ultimately suggests that effective Northern housing strategies require sensitive partnerships, programs, and policies that support and involve Northerners; are respectful of and relevant to Northern lifestyles, traditions, and cultures; and are consistent with the long-term goals of sustainable development.

> www.conferenceboard.ca/e-library/abstract.aspx?did=5217

Canada’s Hub Cities: A Driving Force of the National Economy (July 2006)

Canada’s cities are not receiving the investment they need to fulfill their role as drivers of national prosperity. This report presents a study on convergence among Canadian communities, which demonstrates that when there is economic growth in a province or region’s “hub city”—its economically leading census metropolitan area—smaller communities in the province or region grow at an even faster rate. The finding of convergence between the performance of leading and lagging economies has an important policy implication: big cities—and hub cities in particular—should be targeted for strategic investment in order to produce a truly nationwide economic impact across Canada. This investment approach would produce “win-win” gains for big cities and smaller communities alike.

> http://www.conferenceboard.ca/e-library/abstract.aspx?did=1730
Custom Research

The Mother Teresa Middle School: Supporting Regina’s Vulnerable Youth (June 2013)

Saskatchewan faces challenges keeping its youth in school throughout the education system; the high school graduation rate has declined in recent years and is especially low for Aboriginal youth. This report looks at the innovative program of North Central Regina’s Mother Teresa Middle School, which is overcoming the socio-economic challenges of this community. The program is modelled after the NativityMiguel Coalition of Schools in the United States, all of which use a distinct approach to break the cycle of poverty among students and families. The Mother Teresa Middle School, funded by private and corporate donors, provides extensive support for its students, not only during middle school, but also through high school to post-secondary education and employment.

Green Machine: Financing Growth in the New Saskatchewan

This report is one of a series of Saskatchewan Institute reports that consider key issues facing Saskatchewan as it enters a new era of sustained growth. It begins with a review of anticipated capital demands over the next 20 years and then turns to the nature of finance, analyzing the current funding structure and how this is likely to change. This leads to an analysis of the financing issues facing Saskatchewan and a discussion of the key findings and implications.

The Influence of Immigrants on Trade Diversification in Saskatchewan (April 2013)

Building on previous studies that have analyzed the effects of immigration on trade at the national level, this briefing examines the impact of immigrants at the provincial level, using Saskatchewan’s trade as an example. It demonstrates that immigrants may have marked influence on Saskatchewan’s trade flows and that increasing ethnic diversity through immigration can promote trade diversification, spurring additional opportunities for trade outside North America. The increased trade will directly benefit the province by stimulating economic growth and will improve residents’ quality of life by reducing living costs and raising incomes.

Addressing Chronic Diseases: The Regina Food Bank (August 2012)

This organizational profile was prepared by the Conference Board for the Centre for Chronic Disease Prevention and Management, which asked the Conference Board to highlight a promising business or employer action relating to chronic disease prevention and management. The profile examines the Regina Food Bank’s Community Services Village, which brings together a number of organizations that share a vision of fostering independence, strengthening families, and improving lives. The featured partnership model provides a one-stop venue for a variety of programs and services, including food distribution, literacy, health-related programs, educational support, and skills training.
Fuelling the Surge: The University of Regina’s Role in Saskatchewan’s Growth (July 2012)
The University of Regina asked the Conference Board to assess its major economic, social, and cultural impacts and activities. The report highlights how the University of Regina contributes to economic growth and social development in Regina and Saskatchewan. The findings provide insights for government officials, business leaders, civic leaders, and the University of Regina leadership itself about the university’s role as a catalyst for, and driver of, economic growth, social well-being, and community development.
> www.uregina.ca/orp/PapersPresentations/FuellingtheSurge-2012.pdf

Lessons Learned: Achieving Positive Educational Outcomes in Northern Communities (February 2012)
Canada is seen as a world leader in educational outcomes. However, this appears to be true for only part of the country. Northerners lag behind their Southern counterparts in terms of high school, post-secondary, and—especially—university attainment. This report examines education in the context of Northern communities. Its primary objective is to explore Northern experiences and share lessons learned, practices, and models that Northerners believe are having a positive impact on educational outcomes. By sharing examples of Northern educational practices and models that could be adopted more broadly throughout the North, the report offers insights and ideas on ways to tackle the challenges identified.
> www.conferenceboard.ca/e-library/abstract.aspx?did=4658

Saskatchewan in the Spotlight: Acquisition of Potash Corporation of Saskatchewan Inc.—Risks and Opportunities (October 2010)
The Government of Saskatchewan asked the Conference Board to assess the risks and opportunities associated with a possible takeover of Potash Corporation of Saskatchewan (PCS). The Conference Board used a framework—developed in earlier research—to assess the corporate takeover effects associated with different types of suitors for PCS. The report categorizes possible suitors in three ways: industry, consumer, and financier.

Western Canada: Productivity, Competitiveness, and Potential (June 2009)
This report explores the challenges the Western provinces will face as they try to improve and sustain their standards of living over the long term. Each Western province is analyzed individually, including the productivity performance and productivity challenges each one faces.
> www.conferenceboard.ca/e-library/abstract.aspx?did=3120

The Ready-to-Work Program: Opening Doors to the Tourism Industry (October 2005)
This case study analyzes the benefits of the Canadian Tourism Human Resource Council’s Ready-to-Work program, particularly in Saskatchewan, including its keys to success and its potential use as a model.
> www.conferenceboard.ca/e-library/abstract.aspx?did=1410

The La Ronge Hotel, a full-service hotel in a small Northern Saskatchewan community, overcame its level-of-service and training challenges for its mostly Aboriginal employees. To do so, the hotel adopted a progressive training program, the Workplace Training Puzzle program, for all employees. This highly successful program successfully upgraded the standards of service and employee skills.
> www.conferenceboard.ca/e-library/abstract.aspx?did=668

Cameco’s workplace training initiative is the first general program at a Northern Saskatchewan mine site to address literacy, basic academic skills, and actual educational level, while recognizing the cultural diversity of the workforce. This example demonstrates that workforce development challenges—such as rotating shift work, remote work locations, and diverse cultures—can be successfully overcome.
Executive Networks

The Conference Board of Canada offers a broad range of executive networks. Here are the three main types:

Networking-only councils hold regular meetings with leaders from various organizations and sectors.

Full-service centres have council-style meetings and provide additional services, such as access to relevant research.

Research-based working groups have council-style meetings and offer the opportunity to advise or participate in research on a strategic theme or public policy issue.

Networks of interest to Saskatchewan residents include the following.

**BUSINESS COUNCIL FOR SUSTAINABILITY (BCS)**
The BCS is a network of senior business executives responsible for environmental management and sustainability issues in medium-sized and large Canadian organizations. As leaders in the field, member organizations have made strategic commitments to social and environmental responsibility.

**CENTRE FOR CLEAN ENERGY (CCE)**
The CCE works with leaders in the Canadian energy community to identify and design clean energy pathways, and to foster Canadian clean energy industries. The CCE tackles the tough energy questions of the day and works to find leading-edge integrated solutions to environmental issues, accelerate the commercialization of promising new technologies, and develop synergies between energy sectors. The CCE’s primary focus is the development of clean energy opportunities in Canada. The Centre’s mission is to be a centralized resource and discussion forum for executives interested in accelerating the transition to clean energy.

**CENTRE FOR CHRONIC DISEASE PREVENTION AND MANAGEMENT (CCDPM)**
The CCDPM is designed to confront the pressures that chronic conditions place on our economy, health systems, individual quality of life, and the health of our communities. Centre members work collaboratively, across the range of chronic diseases, to establish strategies for prevention and management across all sectors of society and within sustainable and high-quality health systems.

**CENTRE FOR HEALTH SYSTEM DESIGN AND MANAGEMENT (CHSDM)**
Part of the Conference Board’s Network Series on High Performing Health Systems, the CHSDM is the answer to Canada’s fragmented approach to health system development. The Centre brings together senior decision-makers from across Canada. It focuses on seeking evidence of what works in health care and how to implement it. The Centre examines the types of organization management and systems that can best address the specific challenges confronting Canadian health care systems. It conducts in-depth research on ways to improve current system design and management. It also holds biannual meetings to allow members to engage in focused discussions that guide the research agenda and transfer knowledge between members and leading experts in the field.
CENTRE FOR THE ADVANCEMENT OF HEALTH INNOVATIONS (CAHI)

CAHI’s mission is to support greater innovation in Canada’s health care system, leading to improved health care services and outcomes, and greater commercialization of Canadian health innovations. CAHI mission is to build on the resources, talent, and commitment of the Conference Board and key stakeholders to make Canada a world leader in the development and commercialization of health innovations, and to benefit Canada’s economy, the health of Canadians, and health care systems in Canada.

CENTRE FOR THE COMMERCIALIZATION OF MINING TECHNOLOGIES (CCMTS)

The CCMTS was established to find solutions to commercialization and market-channel issues. It aims to foster collaboration within the mining industry by breaking down barriers and working across industry silos to help emerging technologies reach their full potential for commercialization, both in Canada and internationally.

CENTRE FOR TRANSPORTATION INFRASTRUCTURE (CTI)

The CTI promotes the development, maintenance, and efficient operation of transportation networks. It brings together business and government leaders to discuss critical issues, ranging from the challenge of financing transportation investments to the efficient and sustainable use of existing capacity. It also provides a platform for in-depth research to shed light on these issues.

COUNCIL FOR INNOVATION AND COMMERCIALIZATION (CIC)

According to the Conference Board’s Report Card on Innovation, Canada receives a “D” grade and ranks 14th out of 17 OECD countries on innovation performance. Our economy remains a below-average performer in its capacity to innovate. Relative to peer countries, Canada has improved on only a couple of indicators. The consensus is that Canada is making little progress in innovating or in adequately commercializing the intellectual property it has developed. The CIC provides innovation executives in Canadian firms with the contacts, concepts, tools, and learning experience to improve innovation performance in their organization. By interacting with thought leaders and networking with peers, members share experiences, best practices, methodologies, and learning tools.

COUNCIL FOR PUBLIC SECTOR CHIEF FINANCIAL OFFICERS (PSCFO)

The PSCFO examines the changing expectations for financial management in an increasingly complex environment and the resulting evolution of the role of the chief financial officer. It also explores the changing need for financial and non-financial information to support reallocation, and promotes efforts to build the capacity of the finance function for the future.

COUNCIL OF HUMAN RESOURCE EXECUTIVES—WEST (HRW)

The HRW is open to the most senior human resource executives responsible for the Canadian operations of medium-sized and large organizations with regional headquarters in the West (although operations may be national or international in scope). The Council helps members meet the central needs of their organizations more effectively by providing them with a unique and dynamic forum where they can network with peers, exchange ideas and best practices, learn from experts, and discuss issues in the area of human resources that support strategy and key operating decisions.

COUNCIL ON CORPORATE-ABORIGINAL RELATIONS (CCAR)

The CCAR facilitates learning, networking, and professional development; demonstrates the importance and value of a corporate Aboriginal relations strategy; shares innovative examples of ways to manage corporate Aboriginal relations and partnerships; and provides leadership by leveraging members’ knowledge and expertise to address business and societal challenges related to Aboriginal issues.

COUNCIL ON EMERGENCY MANAGEMENT (CEMT)

The CEMT brings together individuals responsible for emergency management and operational continuity. It enables them to learn from the experiences of others, model the cross-sectional approach that is essential for building resiliency, build deeper understanding of the threats facing Canadian organizations, explore leading practices in emergency management, and explore critical relationships.
LEADERS’ ROUNDTABLE ON IMMIGRATION (LRI)
The LRI brings together three key stakeholder groups—business leaders and executives, government leaders and officials, and experts and practitioners—to address common issues relating to immigration. The objective of the Roundtable is to engage leaders in developing and implementing effective strategies for attracting, integrating, and retaining immigrants in order to ensure sustainable competitiveness. Canada has moved into an era of chronic labour shortages. Immigrants are a critical source of talent for all Canadian employers. To meet their workforce needs, employers must take full advantage of immigrants’ talents to enhance organizational competitiveness and growth. The primary focuses of the LRI are to increase business investment in immigrants and to foster government policies and programs that support workplace initiatives.

PUBLIC ENTERPRISE GOVERNANCE CENTRE (PEGC)
The PEGC builds leadership capacity for a better Canada by creating and sharing insights and innovations in governance excellence; enhances governance practices by conducting leading-edge research and development programs; and learns from the leaders of Canada’s public enterprises, as to what works and what does not.

PUBLIC SECTOR EXECUTIVE NETWORK (PSEN)
For executives who lead or are affected by initiatives relating to strategic review, transformation, collaboration, or innovation, PSEN provides a forum to help them acquire the insights necessary to tackle today’s challenges. From examining broad themes, such as driving public sector culture change, to providing solutions to specific work challenges, like performance and motivation strategies for a socially networked workforce, the PSEN carries out activities that make it a highly valued learning resource for public sector leaders. In a rich collaborative environment, unique in Canada, PSEN program participants benefit from learning opportunities that provide solutions to challenges particular to the public sector.

PUBLIC SECTOR LEADERSHIP CENTRE (PSLC)
The PSLC is a multi-dimensional Conference Board leadership development initiative that helps individuals and organizations carry out their senior executive learning development plans. The PSLC network is made up of senior executives from Canadian federal, provincial, territorial, and municipal organizations focused on organizational transformation issues. They come from the director general, executive director, and senior director levels and have functional responsibilities for modernization, program management, service delivery, corporate services, financial services and comptrollership, information technology, and human resource management.

QUALITY NETWORK FOR UNIVERSITIES (QNU)
Canadian universities face unprecedented pressures to change. While universities are unique organizations, university leaders must address many of the same strategic and organizational challenges confronting their counterparts in health care, government, and business. The QNU began in 1993 as a platform for university leaders grappling with new strategic challenges and eager to learn from emerging research, experience, and best practices across sectors. Its goal is to strengthen the capacity of member institutions to act—proactively, effectively, and with vision—in a period of far-reaching change in Canada’s economy and society.

STRATEGIC RISK COUNCIL (SRC)
The SRC helps organizations develop, implement, and sustain an enterprise-wide risk management process that is appropriate to their unique goals, strengths, weaknesses, and structures. It provides strategic and operational insights into how organizations can establish risk management capabilities by integrating successful board and senior management governance principles with strategic planning processes.

For additional information, please see www.conferenceboard.ca/products/networks.
Leadership Development and Governance

THE NIAGARA INSTITUTE

The Niagara Institute is a private, not-for-profit foundation established in 1971 to enhance the quality of Canadian leadership—in business, government, and non-governmental organizations. Its programs are highly concentrated, engaging, and student-focused, attracting leaders from across Canada and around the world.

For more than 40 years, the Board has been developing leaders throughout Canada and from around the world by equipping leaders with the essential leadership competencies needed to achieve organizational results. Each year, thousands of executives from hundreds of organizations turn to Niagara programs for their leadership development. More than half of the top 100 companies named by the Financial Post are Niagara Institute clients, and 20 of the top 25 are clients.

COMPREHENSIVE PROGRAMS

Executive Leadership Program
For senior executives only, this program addresses the unique challenges and opportunities that exist in the top tiers of organizations. It looks at fundamental change, purposeful action, and the ability to make a significant and lasting contribution.

Leading With Authenticity, in partnership with the DeGroote School of Business, McMaster University
Through assessments, feedback, effective leadership models, experiential learning, and practical application, this course gives leaders the knowledge and tools they need to expand their leadership strengths and truly lead with authenticity.

The Landmark Leadership Program™
This dynamic program builds an in-depth awareness of the personal characteristics and preferences leaders bring to their roles.

The Leadership Development Program (LDP)®
Designed to address the leadership needs of mid- to senior-level leaders, this program helps participants strengthen and refine their leadership fundamentals—communication, self-awareness, influence, and learning agility.

SPECIALIZED SKILL DEVELOPMENT PROGRAMS

Building Leadership Resilience
This course provides a powerful opportunity for reflection and renewal. It offers the models, tools, and techniques leaders need to build sustainable pathways to success in today’s workplace environment.
Influencing Skills for Leaders
This course gives leaders the skills and confidence they need to confront, develop, and influence others—including peers, associates, managers, customers, and direct reports.

Communication for the Senior Leader®
This course focuses on the strong links between leadership and communication. Participants will learn how to move from the traditional reliance on PowerPoint to well-crafted notes and off-the-cuff “scripts” that convey confident leadership in everyday situations.

Speaking as a Leader®
This program makes leaders effective speakers in all situations. Leaders will learn to speak with a clear message, persuasive structure, and conversational language to deliver their messages confidently and with maximum effectiveness.

Influencing Skills for Women Leaders
This program is specifically designed for women who want to explore, practice, and develop their skills in effectively influencing others in order to achieve exceptional results and advance their careers.

Change Leadership for Change Agents
Building upon the extensive expertise that Niagara has developed in its over 40 years in business, this workshop provides any leader involved in change with a complete set of skills and diagnostic tools to work through any change project with confidence and success.

THE DIRECTORS COLLEGE
The Directors College offers professional development programs designed to stimulate innovative, independent, and provocative thinking. The Chartered Director Program and the selection of specialized programs address both the structural and behavioural skills required to be an effective board and committee member or chair. They raise the bar for professional standards and look at the dynamic relationships among corporate governance, shareholder value, and responsibilities to stakeholders.

College programs are tailored to the needs of board and committee chairs and members who want to learn how leading corporations apply the latest corporate governance principles, practices, and insights. They include:
- the Chairs Forum;
- the Human Resources and Compensation Committee Program;
- the Audit Committee Program; and
- the Strategic Risk Oversight Program.

In 2010, The Directors College delivered to the Crown Investments Corporation of Saskatchewan a Chartered Director Program—a program of training and certification for its board members. The same program was delivered to the Saskatchewan Indian and Gaming Authority in November 2011.
Chapter 6

Major Initiatives of Interest

**Canadian Alliance for Sustainable Health Care (CASHC)**

The Canadian Alliance for Sustainable Health Care was created to respond to the reality that Canada’s current public health care system is fiscally unsustainable. With health care costs now consuming over 40 per cent of all provincial government expenditures—a number that will soar as the years tick by—the fact is that we will not be able to preserve, let alone improve, the quality of our health care without major reforms. Under this program, the Conference Board researches and analyzes the full range of issues, and options for solutions, for both governments and employers. This dual focus sets this initiative apart from other health care research, as does its scope. The research framework includes systemic health care challenges, as well as challenges related to institutional and professional competencies, and to governance. The Conference Board leverages the quantitative analysis skills of its economic and forecast analysis team for this program, together with the organizational performance and public policy expertise of other divisions of the Conference Board.

**Centre for Business Innovation (CBI)**

The Centre for Business Innovation is a five-year initiative to help bring about major improvements in firm-level business innovation in Canada. Its goal is to help Canada become a world leader in this area, thereby boosting its competitiveness. The Centre brings together a group of business, government, and academic leaders to provide guidance; review the Centre’s in-depth, comprehensive, and objective research; build a shared understanding of the problems and solutions; and to disseminate results to firms for uptake and implementation. The core members of this blue-ribbon advisory group are the financial supporters of the Centre. The Centre seeks to learn from other countries’ experiences and apply them to Canada. Some peer countries have outperformed Canada in terms of business innovation, and some sectors are more innovative in countries other than Canada. Learning from the world leaders will be valuable in proposing solutions for our country.

The Centre’s mission is to:
- learn why Canada is not a leader in business innovation;
- create insights for firms and capital markets that will improve firm-level innovation;
- generate evidence and track Canada’s performance; and
- formulate public policies that will successfully stimulate business innovation.

**Centre for Food in Canada (CFIC)**

The Centre for Food in Canada is a major, multi-year initiative involving a combination of research and effective communications to stimulate public understanding of the significance of the food sector and spur the demand for collaborative action. The Centre works closely with leaders and partners from Canada’s food sector, governments, educational institutions, and other organizations to achieve its goals. Through the Centre for Food in Canada, leaders have come together to shape a major new Canadian
Food Strategy. The Centre takes a holistic approach to food through three interrelated but distinct lenses: safe and healthy food, food security, and food sustainability.

The Centre:
- raises public awareness of the nature and importance of the food sector to Canada’s economy and society; and
- creates a shared vision for the future of food in Canada—articulated in a framework for a Canadian Food Strategy that will meet our country’s need for a coordinated, long-term strategy for change.

CENTRE FOR THE NORTH (CFN)

The Centre for the North is a Conference Board initiative that began in 2009. The goal is to bring Aboriginal leaders, businesses, governments, and community advocates together to identify challenges and opportunities, and to decide how those challenges can be met. The Centre:
- delivers cutting-edge research based on three foundational themes—thriving communities, economic development, and sovereignty and security in the North;
- examines issues from a Northern perspective, seeks to maximize Northern engagement, and prioritizes Northern interests;
- creates unique networking opportunities with Northern representatives from government, industry, academia, and Aboriginal groups—the only roundtable in Canada to provide this balanced matrix of dialogue;
- focuses on delivering practical solutions to the wide-ranging socio-economic challenges facing Canada’s Northern communities;
- covers the territorial North as well as the northern regions of seven provinces;
- is supported by a roundtable of 50 members who determine and review the Centre’s research projects.

CENTRE FOR SKILLS AND POST-SECONDARY EDUCATION (SPSE)

The Centre for Skills and Post-Secondary Education examines the advanced skills and education challenges facing Canada today. While education is a provincial government responsibility, improving the skills and post-secondary education system is a national priority that requires broad collaboration of public and private sector stakeholders. The SPSE will address Canada’s advanced skills needs by helping to renew the roles, structure, activities, and impact of the post-secondary education system, while ensuring its operational sustainability.

The Centre seeks to:
- create a Skills and PSE Strategy for Canada that embodies a shared vision for the future of PSE in Canada, specific goals, and actions to achieve the required challenges in the medium- to long-term;
- track and report on the system’s performance in achieving the Strategy’s vision and goals;
- build a strong empirical base and foster dialogue among skills and PSE stakeholders to generate common understanding, shared purpose, and collaborative action; and
- raise public awareness of the nature and importance of skills and the PSE sector to Canada’s economy, society, and culture.

SASKATCHEWAN INSTITUTE (SKI)

The Saskatchewan Institute is a major research initiative that focuses on issues relevant to Saskatchewan. The Institute works with partners in Saskatchewan to produce research that will help public and private sector leaders sharpen their vision for Saskatchewan’s future and find solutions to the challenges they need to address.

The Institute’s research focuses on the foundational themes of developing people, managing growth, and assessing key sectors. Its guiding principles are to:
- be strategic;
- take a holistic approach;
- promote engagement;
- integrate local, regional, national, and international dimensions; and
- be action oriented.
Conferences

SASKATCHEWAN FORUMS
Saskatchewan has the strongest economy in Canada, record low unemployment, and population growth higher than that of any other province. How can Saskatchewan take full advantage of its good fortune and ensure lasting prosperity for its citizens and businesses? What policy and planning decisions are required now to capitalize on the boom, and what infrastructure is needed and desirable, both during this unprecedented growth period and beyond?

SASKATCHEWAN FORUM 2014
(Regina, May 2014)
The pace of change in Saskatchewan is palpable. It has become Canada’s “go to” destination for economic opportunity and good jobs. And with this new era of mega-projects in the resources sectors, big infrastructure investments, and the whirling buzz of entrepreneurial start-ups, there is also an opportunity for leaders to strategize about innovative approaches to social and economic growth, competitiveness, and productivity. The third annual Forum will focus on two key themes: (1) Saskatchewan in the Innovation Age and (2) skills for an innovative workforce.

SASKATCHEWAN FORUM 2013
(Saskatoon, May 2013)
The second Saskatchewan Forum focused on two key themes: (1) investing in cities and communities, and (2) managing connections with China. Key questions leaders considered included: What is the plan for Saskatchewan’s two major cities, its numerous mid-sized and smaller towns, and its remote and very small communities? How will growth be harnessed to promote both economic and social prosperity in all communities? What is the current nature of Saskatchewan’s relationship with China? What is the desirable future course of that relationship? What are the top priority action items for leaders in the province? The Forum considered these issues holistically, drawing connections and considering the interrelationships among top drivers of the economy, key sectors, and the workforce.

SASKATCHEWAN FORUM 2012
(Regina, May 2012)
The first Saskatchewan Forum focused on investments needed in the current and future workforce, as well as the capital access and infrastructure investments required for sustainable growth and economic resilience. One of the greatest immediate challenges is the attraction of skilled labour in challenging market conditions. Are the province’s immigration policies and programs up to the task of attracting thousands of additional skilled workers? What is the education system’s role in supporting ongoing growth, and what else can and should be done? The issues were considered holistically to ensure that the interrelationships between economic growth, infrastructure needs, employment, and the region’s key sectors were explored.
BUSINESS INNOVATION SUMMIT 2013: INNOVATION FOR THE CORPORATION
(Toronto, February 2013)

Leaders from the Conference Board’s Centre for Business Innovation (CBI) and high-profile speakers shared unique insights and tools as inspiration for companies to improve innovation results in their own organizations. Through innovation, companies can achieve real gains in business innovation that translate into economic benefits and a reinvigoration of our competitive position globally. Discussions focused on how firms can achieve real gains in business innovation that translate into economic benefits and a reinvigoration of our competitive position globally.

> www.conferenceboard.ca/e-library/abstract.aspx?did=5413

HR SUMMIT WEST 2012: RETAINING AND ENGAGING TOP PERFORMERS (Calgary, October 2012)

Individual employee performance is essential to an organization’s success, and high turnover and ongoing labour shortages in many sectors have made the job of engaging employees more challenging than ever before. The best employees in organizations are actively pursued by headhunters and competitors, making effective retention and engagement initiatives essential. This event will feature innovators sharing what they’ve learned, what’s worked, and what hasn’t. They will give practical advice on how to engage employees during a talent shortage.

> www.conferenceboard.ca/conf/12-0147/default.aspx

WESTERN COMPENSATION AND HR 2012
(Calgary, November 2012)

After a few lean years, 2012 appears to be the beginning of a lengthy period of sustained growth in Western Canada. Significant variables remain, including the ongoing euro crisis, slowing growth in China, rising interest rates, and more. What will happen to commodity prices if interest rates rise and China’s growth stalls? What threat do household debt levels and high home prices pose to Western provincial economies? As growth accelerates in the West, particularly Alberta and Saskatchewan, demographic change and shortages of key skills continue to test HR strategies. Growth drives competition, but labour force demographics also exert significant pressure on compensation. This event will provide the insights to help organizations refine HR and compensation strategies. Its reliable economic and compensation forecasts, in combination with best practice cases and expert perspectives, will help organizations make better decisions.

> www.conferenceboard.ca/conf/12-0030/default.aspx

BENEFITS SUMMIT WEST 2012
(Calgary, November 2012)

Demographics continue to put pressure on benefits costs, and the tight labour market in Western Canada adds to the challenges. Conference Board research has shown that benefits costs are increasing by 10 per cent each year and make up an increasing percentage of the total cost of employment. Can organizations keep pace, and how can they afford not to as they compete for skills in the marketplace? As the competition for skilled talent ramps up, what can organizations do to manage costs? Organizations are offering flexible benefits, revamping retiree benefit programs, balancing cost increases with the need to attract talent, helping employees make the best choices, and integrating wellness strategies into their benefits plans. These and other challenges make benefits management more complex than ever. Advice from the experts will help guide organizations through this complex and changing landscape. Topics will include cost containment strategies, the use of return on investment metrics to assess plans and program elements, and more.

> www.conferenceboard.ca/conf/12-0029/default.aspx

PUBLIC SECTOR TRANSFORMATION WEST 2012:
BUILDING THE HIGH PERFORMANCE PUBLIC SERVICE
(Edmonton, November 2012)

If organizations want to do more with less, they must do things differently. Whatever the budget situation, superior change management is more important than ever. Change leaders must also take into account long-term issues, such as changing demographics, diversity, policy changes, citizen expectations, and new technologies. This conference will examine the latest drivers of change, such as immigration and growth, in the broader context of overall social and organizational change. Participants will learn from Western Canada public sector change leaders and their case studies, identify how organizations need to change in response to new pressures, gain practical insights and
best practices from the change management experience of fellow delegates, and learn how to use social media to successfully change their organizations.
> [www.conferenceboard.ca/conf/12-0134/default.aspx](http://www.conferenceboard.ca/conf/12-0134/default.aspx)

**WORKPLACE DIVERSITY AND INCLUSIVENESS FORUM: INCLUSION, INNOVATION, AND IMMIGRATION (Toronto, December 2012)**

Diversity is one of the defining characteristics of the future workforce. As the population ages, an increasing number of skilled people are retiring, making greater diversity and inclusiveness essential to fill roles and maintain performance. One of the key sources of new skilled talent is immigration, and the challenge is to take full advantage of this diversity. This conference focuses on three aspects of diversity: inclusion, innovation, and immigration.
> [www.conferenceboard.ca/conf/12-0033/default.aspx](http://www.conferenceboard.ca/conf/12-0033/default.aspx)
services

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