



HELMETS TO HARDHATS CANADA *BUSINESS PLAN*



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I. Executive Summary

The construction industry in Canada is an economic growth leader. With changing demographics and an increasing demand for skilled labour across the nation, a partnership between the Canadian Forces, Veteran's Affairs and the Building and Construction Trades promises to be dynamic. The partnership will enhance the role the Canadian Forces and Veteran Affairs in providing job placement services to Canadian military members who are transitioning from active service to civilian life.

Helmets to Hardhats Canada (H2H) will operate as an organization dedicated exclusively to Canadian Forces members making the transition from active duty to full-time employment in the Construction Industry. H2H will focus specifically on placing transitioning personnel into construction industry opportunities and Building Trades Apprenticeship programs across Canada.¹

The Canadian Forces and Building and Construction Trades can use the program as a vehicle to cross-promote careers and to attract top level talent adding value to participants and industry.

What is a veteran? Since the implementation of the Veteran's Charter, a Veteran is an individual who has served Canada, in the Canadian Forces, and who is transitioning from military service to civilian occupation.

A Veteran is not necessarily an "older" person but is likely someone who is bringing an extensive skill set gained in the military to another career for which he/she is equipped for by experience, age and degree of physical fitness. Such challenging careers are found in the construction industry.

The Canadian Forces transitions approximately 5,200 members to civilian life every year. **Helmets to Hardhats will be the link between active military duty and civilian careers in the construction industry. As the demand for skilled labour increases this program will assist the industry with shortages as well as assisting the Canadian Forces recruit quality individuals.**

Helmets to Hardhats Canada will operate as an organization dedicated exclusively to Canadian Forces members making the transition from active Military duty to full-time careers in the Construction Industry. H2H will focus specifically on placing Canadian Veterans into Red Seal (Certified) Building Trades Apprenticeship programs across Canada.

¹ Most trades have a national mobility component known as the Intra-provincial Red Seal or IPS, some trades do not have a red Seal. In those cases, we will ensure that the Apprenticeship program leads to a recognized certification as a Journeyperson.

Helmets to Hardhats is established as a Not For Profit Corporation under the Canadian Business Corporations Act and has, through the Building and Construction Trades Department, copyrighted the title Helmets to Hardhats for the exclusive use of this program. Helmets to Hardhats will operate across Canada, governed by a National Council consisting of all relative stakeholders from the Canadian Forces, the Construction Industry and regions.

Annexed to this document is a draft financial proposal for the start up and for ongoing operations for H2H. Where assumptions are made they are indicated in the Business Plan.

Helmets to Hardhats-Canada: Goals and Objectives:

The Helmets to Hardhats program will connect former military personnel with career opportunities from the nationwide building and construction trades.

1. To act as a transition vehicle for Canadian Forces Veterans who are transitioning into civilian employment.
2. To increase the number of building trades apprenticeships in Canada.
3. To find appropriate matching of the skills of Canadian Forces Veterans into construction industry occupations.
4. To enhance the services provided to Canadian Veterans through the Veteran's Charter.
5. Finally, to reinforce value that the Canadian Forces, the Building Trades, fair employers and Veteran Affairs Canada bring to Canadians who have served in the Canadian military.

Helmets to Hardhats -Canada candidates can access information about careers and apprenticeships via the Internet from anywhere in the world.

The H2H profile they complete will assist in communicating the transferable skills acquired during their military service to potential employers.

The H2H program will employ the expertise of the Building and Construction Trades affiliate organizations and their contractor partners to assist in placing members of the Canadian Forces in construction industry apprenticeship and construction industry occupations.

These services will be delivered in a variety of ways, including but not limited to:

- an interactive website;
- a Secretariat that will employ a small staff in order to assist members of the military who are transitioning to civilian life;
- print and other media advisories; and,
- the services of both Veterans Affairs Canada and the Canadian Forces.

II. Operations

Helmets to Hardhats-Canada will operate a Web Portal which will allow transitioning military members to acquire information and allow employers and local unions the opportunity to post job opportunities.

This web site will be similar to one that is successfully operated in the United States for a similar program offered to Veterans. These web postings will contain job competencies, and requirements of entry into the program.

The program is not limited to simply construction industry apprenticeship but can also extend people who have an administration, engineering, human resource background or other skills which are required in the construction industry but not necessarily on the job site.

H2H will endeavor to include prior learning assessments which will take into account skills and competencies that have been acquired in the Canadian military.

Local Trades will post apprenticeship opportunities and any other required competencies they are seeking for employment purposes. CF veterans will have access to opportunities as they arise and will be eligible to apply with a priority review process. This will ensure Canadian Veterans are recognized for their service to Canadian society and promote the Helmet to Hardhats program as an effective recruiting tool for the Construction industry.

The Provincial and Local Building Trades Councils, the regional H2H representatives and the leadership of the Canadian Construction Trades will be responsible for ensuring joint apprenticeship committees are compliant with this program giving priority to Canadian Veterans when applying for apprenticeship programs.

This program will benefit transitioning military in the following ways:

- By offering access to the best jobs in the construction industry with the best training and leading to certification which will be provided for job mobility across Canada and internationally.
- Provide the opportunity for high pay in challenging careers with health benefits and some of the best pension plans in the nation.
- Provide the opportunity for quality training at well-resourced training centers that are recognized by Industry.
- Allow construction employers and joint apprenticeship committees across Canada to have access to the skills and competencies that Canadian Forces Veterans will bring to the construction industry.

In order for contractors to be able to access this program they must meet certain thresholds which would include:

- a) Have an apprenticeship program that leads to a recognized certification (generally the Interprovincial Red Seal) and agree to register the apprentice with the applicable Provincial Apprenticeship Board and actively assist the apprentice in progressing from year to year.
- b) Pay a prevailing minimum wage on all work undertaken.
Have a pension and health and welfare plans available.
- c) Agree to provide information as to the progress of apprentices for statistical purpose of H2H

What is an apprenticeship and what can members of the Canadian Forces who are transitioning from military life expect from a career in the construction industry?

An apprenticeship is a mixture of classroom instruction and on the job training. In a typical college or university, you would spend around 4 years receiving instruction. In construction, typical apprenticeships match 8 weeks of “in school training” with 10 months on the job in 3 or 4 successive years of training (depending on the trade) and then graduation as a journeyman.. Depending on Military competencies; it is anticipated that advanced placement into a program would be permitted.

This serves three purposes:

- 1. Promotion of the Canadian Forces as valuable career experience (i.e. after your military career come and work in the building trades). Your military training has significant value and you ought to get credit for it as part of a prior learning assessment.**
- 2. Encourages entry into the Construction Industry.**
- 3. It is the right thing to do for former Canadian Forces members and their families.**

There are currently no providers assisting Canadian Forces Veterans to make the transition to the Building Trades. It is anticipated that this service will be part of the Veteran Affairs Service package. It is further anticipated the Minister of Veteran Affairs will add Helmets to Hardhats to the Veterans’ Charter adding value to the Government of Canada’s proposition for Veterans. H2H will compliment and enhance the existing Veterans’ Charter.

In particular, the Veterans' Charter provides assistance in Job Placement – H2H would be a direct link with this program and compliment the existing service delivery. The National Defense TAP (Transition Assistance Program) will also be complemented.

The services of H2H are not simply available to members of the Canadian Forces regular component. Disabled veterans, Officers who are leaving the forces and Reservists may also access opportunities through this program. The criteria for each of these groups may be somewhat different. For example, a disabled veteran may require a degree of modified work or some form of assistance to access the work.

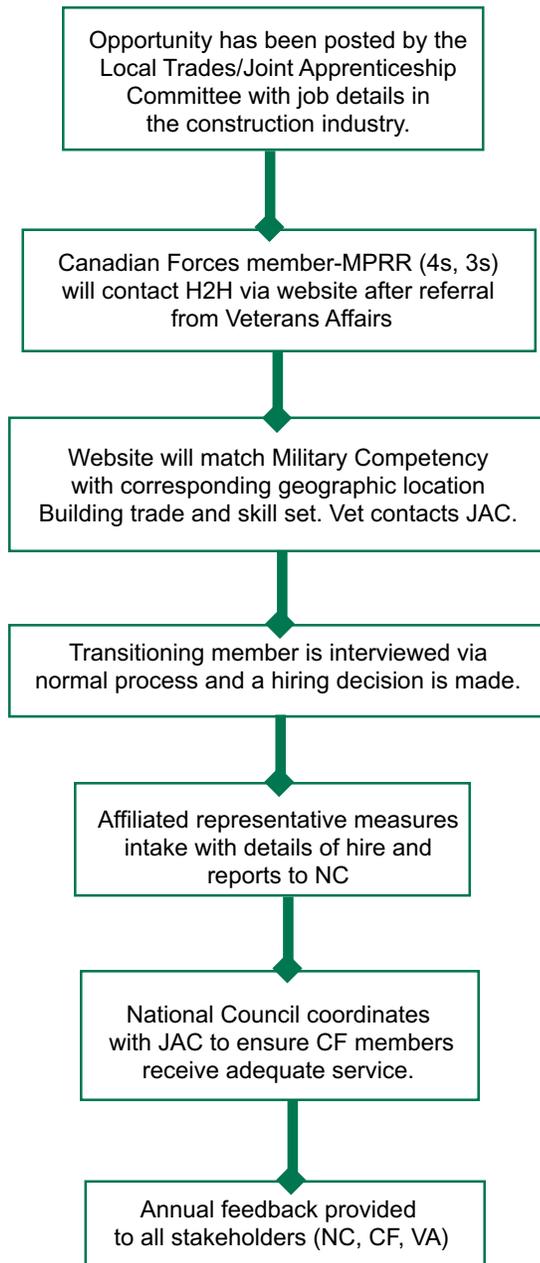
Officers may not be employed as apprentices but rather in administrative, engineering or human resource applications as appropriate.

Reservists may benefit from this Program and there is a complementary benefit that ought to flow to the Canadian Forces. We would anticipate involving the Canadian Forces Liaison Council in the work of H2H and likely to offer a "two way street" to current and future apprentices in Building Trades programs to become members of the Canadian Forces Reserve and to benefit accordingly.

How will success be measured?

A tool to measure participation numbers will be created. Affiliated trade representatives will be responsible for the implementation of this tool and reporting of numbers and activities to the National Council.

How will the process work?



SUCCESS= REFERRAL CONTACTS + QUALIFIED PLACEMENTS INTO THE INDUSTRY

H2H will be a free service provided to transitioning members of the Canadian Forces and will be funded on an ongoing basis by the Canadian Forces and Veterans Affairs.

The Building and Construction Trades Canadian Office, the Provincial and Local Building Trades Councils and local affiliates will make in-kind contributions at least matching the hard dollar contributions made by the CF , Veterans Affairs, etal.

WEBSITE DETAILS AND FUNCTIONALITY

- The Helmets to Hardhats Website will be a full brochure style site (It is anticipated November 28 full functionality)
- Local Affiliates and Joint Apprenticeship Committees will be able to log-in and post apprenticeship opportunities as they arise
- CF Veterans will be able to view opportunities and link directly with those hiring organizations to apply for roles
- Link to Veteran Affairs and Veteran Charter Services (Resume Preparation, Interviewing Tips etc)
- Links to Building Trades affiliates websites and educational materials
- Educational section on the Construction Industry, Red Seal Apprenticeship Programs and the Apprentice system, and links to various construction careers sites for the CSC, OCS and Provincial Apprenticeships Boards.
- Other various industry links and strategic partners including industry associations

A program similar to this was developed and has proven successful in the United States. We feel that a Canadian-made solution will enhance the services the Veterans Charter for transitioning members of the Canadian Forces.

Veterans' Affairs Mandate and Information

<http://www.vac-acc.gc.ca/general/>

To recognize the contribution that CF members have made to Canada and the world, the Government of Canada has passed *The Canadian Forces Members and Veterans Reestablishment and Compensation Act*. Many people know this Act as the New Veterans Charter. The new Charter represents the most sweeping change to Veterans' benefits and services in the past 60 years.

The New Veterans Charter gives CF Veterans and their families access to services and programs that are tailor-made for them. This builds on the services and benefits that are now in place to help traditional war service Veterans live with dignity and independence.

The New Veterans Charter's programs and services can be summed up in one word: "wellness." They offer:

- one-on-one case management;
- rehabilitation;
- financial benefits;
- group health insurance;
- job placement assistance;
- the lump sum Disability Award, and other allowances; and
- support to families.

III. Marketing Plan

Target Market

The Canadian Forces (including reservists) is approximately 99,000 strong and retiring veterans are an average age of 36. Each year about 4% of the military retires – H2H will strive to assist these CF members transition to the building and construction trades in conjunction with the Ministry of Veteran Affairs.

Demographics of the Canadian Military is as follows: (From the NATO Defense Institute)

- Average Age is 36
- Male 83.3% and Female 16.7%
- Mainly Eastern Canadians
- Earning 50-66K after 5 years

There are approximately 30 Canadian Forces bases nationwide including Command Centres. The Canadian Forces anticipates growth in regular forces up to 70,000 by 2015 and growth in the Reserves.

Promotion

Promotion of Helmets to Hardhats Canada will be executed by five stakeholders :

1. The Canadian Forces
2. Veterans Affairs
3. Building and Construction Trades Department , Canadian Office
4. Affiliated Trades across Canada which represent over 1000 local entities
5. Provincial and Local Building Trade Councils

The Canadian Forces and Veterans' Affairs currently have responsibility for transition of soldiers to civilian life – this program will complement any programs currently in place. Helmets to Hardhats Canada will create a promotional DVD which will promote, educate and inform participants and stakeholders on details of the H2H Canada program. Other promotional materials will also be prepared both internal and external distribution.

Proposed Location

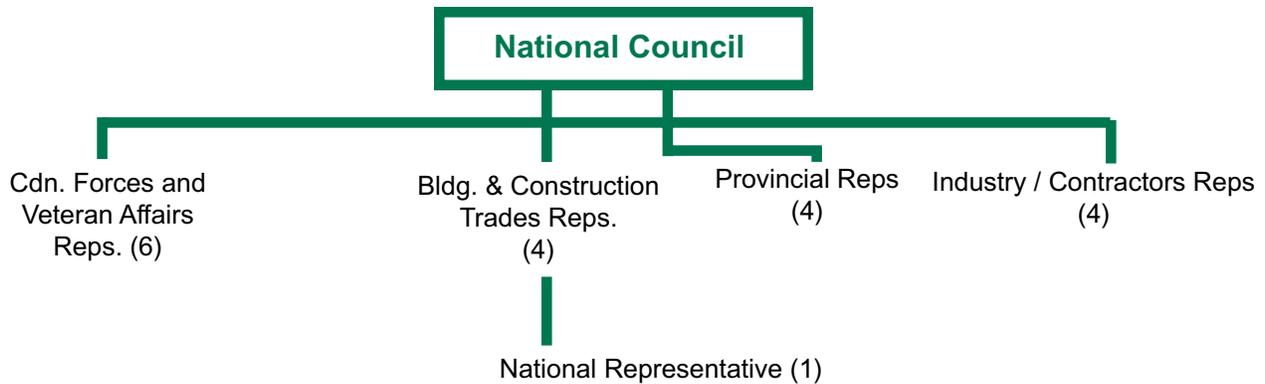
H2H Canada will be headquartered in Ottawa, Ontario. H2H will co-locate, at least in its formative stages, with the Office of the Building and Construction Trades Department in downtown Ottawa. Ottawa is an important venue for Helmets to Hardhats headquarters as it will be able to liaison with Canadian Forces and Veterans Affairs. The National Representative will be responsible for clerical staff who assist with day to day operations in Ottawa, Ontario.

Trade Representatives

Each of the International Unions that make up the Building Trades will be asked to appoint an International Representative who will act as the contact person for that trade across the country. Such an International Representative will have a mandate to promote Helmets to Hardhats and will deal with provincial and local apprenticeship committees for the local unions for the various trades across Canada. Each Provincial and Local Building Trades Council will be asked to name an individual who will be the “champion” within their area and the Canadian Directors of each International Union will agree to be the “champion” for their trade across the country.

IV. Structure and Governance

The governance structure for H2H will be a National Board of Directors which will consist of four (4) representatives from the Building and Construction Trades Department Canadian Executive Board; four (4) representatives from the Canadian Forces and Veterans Affairs Canada; two (2) retired military members; one (1) general Flag Officer and a Chief Warrant Officer; four (4) contractor industry representatives; four (4) Provincial Building Trades. In addition, the National Representative of Helmets to Hardhats Canada will sit on the National Council.



National Council Activities / Roles

- Policy setting, governance and strategic oversight, maintenance of corporate structure however many will be responsible for acting as “champions”
- The NC will oversee the financial decision making of the H2H program in conjunction with the National Representative
- The NC will also act as a national voice for the H2H program – each member responsible for promotion and building of the mandate
- The NC will be responsible for measuring and gauging success on a quarterly basis. Specifically, the Regional Representatives will actively manage reporting for intake numbers for the program.

Legal Environment

- The Helmets to Hardhats trademark has been secured in Canada
- Logo Design Contest is being implemented after funding has been procured

Personnel

- 1 National Director
- 14 affiliated reps from the industry
- 2 administrative customer service representatives as required both trade and Provincial and Local Building Trades reps.
- The affiliated reps and national director will have to be experienced in the Construction Industry and have good relationship building skills. They will be responsible for all military relations issues in their region and act as an “ambassador” at the various Canadian Forces bases and Construction Industry for the H2H program.

Professional and Advisory Support

- Joseph Maloney, Chairman, Canadian Executive Board Building and Construction Trades Department and International Vice President (Western Canada) International Brotherhoods of Boilermakers
- Phil Flemming, International Vice President, International Brotherhood of Electrical Workers
- John Telford, Canadian Director, United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry
- James Smith, International Vice President, United Brotherhood of Carpenters
- Robert Blakely , Director of Canadian Affairs, Building and Construction Trades Department, AFL-CIO
- Department of Veteran Affairs Representation TBD
- Retirement Military Officers / CPO/ CWO
- Department of Defense ,Transition Assistance Program ,Chief Warrant Officer Rideout/ Lt Cnl. Gille Paquette
- Provincial Representatives Canadian Electrical Contractors Association
- Contractor/Industry Representation (NECA, ICSA, MCA, NCLRA)
- Hamel and Company CAs Suite 909 350 Sparks Ottawa, On (Auditors)
- Darrell Roberts, Executive Director, Helmets to Hardhats , Washington, D.C
- Christopher Smillie , Policy Analyst , Government and Regulatory Affairs, Building and Construction Trades Department , AFL-CIO.

V. Construction Industry Statistics

GDP in the Construction (NAICS 23) sector increased from \$43.0 billion in 1997 to \$58.4 billion in 2004. The increase in GDP reported between 1997 and 2004 represented a compound annual growth rate of 4.5 %. In fact, the industry represents 12% of Gross Domestic Product (GDP) when considering its impacts on all sectors of the economy, and it maintains and repairs over \$5 trillion in assets

In comparison, between 2003 and 2004, the total value-added of the **Construction** sector increased by 3.8 %.

Statistical highlights

- One out of 16 workers employed in Canada earns a living in the construction industry.
- More than one million Canadian men and women are employed in many diverse construction trades and professions.
- Construction workers are involved in the installation, repair or renovation of more than \$150 billion of work every year.
- There are over 260,000 firms in the construction industry: over 65,000 in residential construction and 150,000 in trade contracting industry.
- Though the industry stands out as one of the major employers of workers, the size of the average construction firm is quite small. In the residential sector, nearly 90% of firms have less than 5 employees. In the non-residential sector, almost 70% of the firms have 5 employees or less.
- Construction investment represents approximately 12% of annual GDP.
- Construction led the industrial employment growth in Canadian economy by increasing 7.1% (68,000 workers) between 2004 and 2005
- Canada's annual GDP growth rate in 2005 was 3.2% for all industries, and 4.7% for construction.
- While total employment in Canada grew at a rate of 1.4% in 2005, construction employment had a solid growth rate of more than 7%, with respect to 2004
- The average age of a construction worker in May, 2001 was 41 years old.
- In 2005, most construction workers were located in Ontario (39%), followed by Quebec (18%), and British Columbia and Alberta (16%).

The Building and Construction Trades in Canada have a training infrastructure of \$600MM in place with annual expenditures of \$150MM dedicated to training construction workers.

It is understood and important that the construction industry continue to develop new skilled workers as the economy is demanding it.

Letter to Members of Parliament

RE: Requesting Support for Helmets to Hardhats Program Proposal

Dear, M.P.

I am writing to ask for your support for Helmets to Hardhats (H2H)-Canada, an innovative program that will benefit members of the Canadian Forces who are transitioning back to civilian life, as well as, help fill the increasing shortage of skilled workers in Canada's construction industry.

The Canadian Forces transitions approximately 5,200 members to civilian life every year. These men and women are looking for job opportunities with a future to provide for themselves and their families. They have earned our support and assistance. Helmet to Hardhats gives these veterans a true "welcome home" by helping them find a career with a solid future in the construction trades.

Helmets to Hardhats will be the link between active military duty and civilian careers in the construction industry. As the demand for skilled labour increases this program will assist the industry with shortages as well as assisting the Canadian Forces recruit quality individuals.

Helmets to Hardhats-Canada will operate as an organization dedicated exclusively to Canadian Forces members making the transition from active military duty to full-time careers in the Construction Industry. H2H will focus specifically on placing Canadian Veterans into Red Seal (Certified) Building Trades Apprenticeship programs across Canada.

A similar web-based program was established in the United States which has experienced enormous success over the past five years. We anticipate that Helmets to Hardhats-Canada would also have a very positive impact. Our transitioning veterans would benefit with good skilled jobs, our construction industry with an increase in well trained and reliable workers, and Canada would fulfill a debt to the men and women who so honorably and bravely serve in our military forces.

I have enclosed a document outlining the Helmet to Hardhats Business Plan. I would welcome the opportunity to meet with you to discuss the great potential of this program. Please do not hesitate to contact me should you have any questions or comments.

Best regards,