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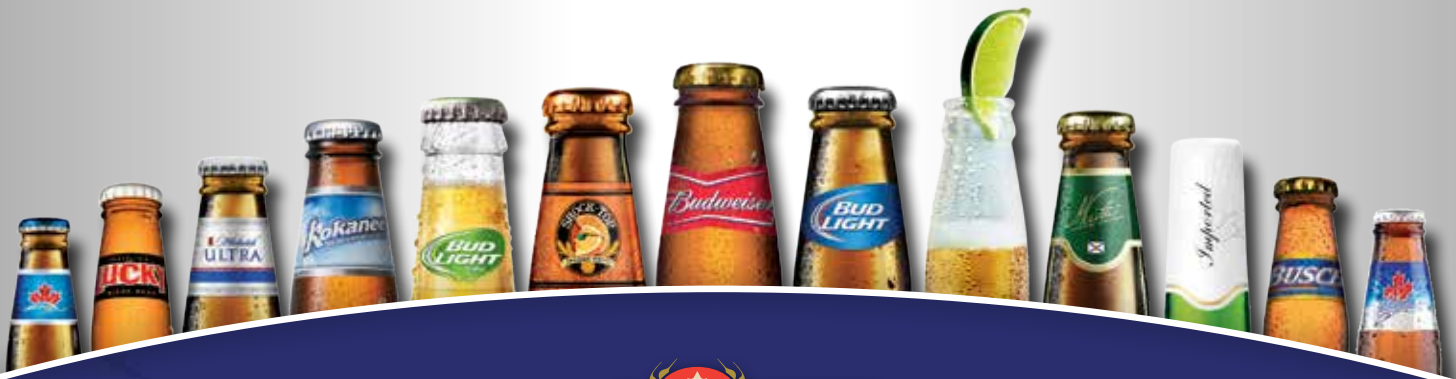


SAFETY BEGINS WITH TEAMWORK

SHSAtv's Lisa Chavady talks hot topics
with Jim Bence, SHHA President & CEO



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Festive artwork by Regina artist, Jason Robins



CEO MESSAGE: “Never ask a question unless you really want to hear the answer”



Jim Bence, President & CEO

“**N**ever ask a question unless you really want to hear the answer” were the sage words of wisdom given to me by my mother many years ago and ones that I never forgot. Mainly because I continue to follow her lead and always try to ask tough and respectful questions. It seems to be a great approach because I certainly get my fair share of very direct and specific answers and advice.

Attempting to correct a wrong, as it had been a while since we asked any questions of our membership, we scheduled opportunities to ask questions about what was affecting you, impacting your bottom line and keeping you awake at night. So Warren Nerby & I hit the road and held **Members Meetings** in 8 cities and towns across Saskatchewan over a three-week period. We very much appreciated the two hours the attendees gave us as we detailed the activities of the SHHA over the past 2 years. These presentations were informal forums in which we asked a lot of questions while soliciting member feedback and suggestions. And we definitely heard you loud and clear.

Although rural and urban properties had some differing areas of concern, you all shared many issues and challenges relating to the hotel sector in the province. Topics ranged from employment, the WCB, our H.I.P. program, immigration and liquor. As there has been a tremendous amount of change to SLGA, much of the conversation was related to how we now buy and sell booze.

As a reminder, here is a rundown of what changed in October:

- One licence for ALL liquor retailers (Retail Store Permit).
- One wholesale, unified price for all R.S.P's.
- All 700 R.S.P's will buy from the SLGA Distribution Center.

- D.C. will only ship cases, no more bottle pick.
- The conversion of 40 public liquor stores to R.S.P.
- 11 new permits to be auctioned.
- Hours of operation, where and from whom you can buy from.
- Equal access to any mainstream beer products and no restrictions to chilling.

And here is what **rural** operators had to say:

- **Minimum full case order** highest priority concern. Many smaller operators have neither the space or money to carry current inventories. Some already reducing selection and see no partial-pick as particularly onerous. Options for these operators are extremely limited and they see this as the potential “nail in the coffin”.
- Lift 2-year moratorium on sale of R.S.P. Many feel that if they could sell now, they would.
- Large increase in the cost of beer does not offset savings realized on spirit prices.
- \$30 flat fee for delivery patently unfair. Delivery fee should be based on a percentage of purchase.
- Invoicing process needs to be timely not after the fact.
- Service provided by delivery companies is extremely inconsistent and brings almost every aspect of the delivery process into question. Delivery is often late or doesn't arrive at all (until the following day), orders dropped in inappropriate locations, drivers unaware of delivery requirements, sometimes very uncooperative and some drivers are very inexperienced operating larger vehicles.
- SOP classification or endorsement for smaller hotel meeting or banquet rooms to accommodate the personal consumption of alcohol. Example: a hotel could apply for and receive a one year permit that would be applied to a designated room for teams to use for team dinners. This would allow parents and coaches to consume alcoholic beverages in an area other than their rooms.

Urban properties echoed many of the rural concerns and added:

- Transparency and equity issues.
 1. Would like to see the cost of product for SLGA stores on invoice (as was done in the first week). What % does SLGA mark up each item?
 2. Allocation orders are limited, 1 or 2 cases at a time yet SLGA stores will have many cases of the same item.
 3. Promotional items only going to SLGA stores (Labatt's promo bags).
 4. How are the SLGA stores able to sell at such slim margins? Rebates by suppliers?
 5. Many items in SLGA stores on sale but not listed for wholesale price promotions for the current period.

We had an opportunity to meet with Minister of SLGA, Jeremy Harrison and made the following recommendations for consideration:

1. Reinstitute partial-pick for operators of a certain size.
2. Allow operators in rural areas to sell their permit effective immediately.

3. Reevaluate landed price of beer.
4. Implement delivery cost based on percentage of cost of order.
5. Same day invoicing for liquor ordered.
6. Examine contracts with delivery companies and make appropriate changes based on customer service levels.
7. S.O.P. criteria relaxed making way for increased customer satisfaction.
8. Publish cost of goods, % of mark-up, rebate %'s and L.T.O. promo items and distribution for every distribution cycle.

All of these suggestions came from you, our members. If we are to be your voice with government, Warren and I need to be asking you questions, a LOT of questions. To those that attended the sessions or called and emailed, we thank you for your insight, feedback and support. These, and many other issues, are having a significant impact on you and your business and we will continue to be there, front and center with government, advocating on your behalf. If they are going to ask the question, we will certainly tell them the answer, YOUR answer. ■

SAFETY Begins With Teamwork

S HSAtr's Lisa Chavady talks hot topics with Jim Bence, SHHA President & CEO

Teamwork and partnerships are a great asset to any organization. When people come together to work towards a common goal, great things can be achieved.

How has the SHHA changed over the last 3 years? Our organization has undergone significant strategic changes with safety and WCB becoming one of our key drivers.

How have the SHHA & SHSA gotten closer in this time? The SHHA and the SHSA have always had a great relationship and this has certainly grown much stronger over the last few years. As the voice of industry, it is our responsibility to act in our member's best interest, effectively lobby on their behalf, and probably most importantly, connect our members with organizations that will help them operate in a safest and most profitable manner possible. The connection between our members and the SHSA has grown as operators take advantage of the great programs and education that the SHSA has to offer.

Now I'd like to move on to a discussion about some items that have come forward in the last little while. Firstly, the drop in premiums we are seeing from the WCB.

How has this been achieved? Great question and very easy to answer. The SHSA has worked tirelessly with our industry and the combined efforts of the two have resulted in historic and unprecedented reductions injuries and costs!

How have you been involved in this process? I feel my job is to help connect the dots. If I am able to bring employers that need help with injuries and claims together with the SHSA, I am not only fulfilling the mandate of my organization, I am truly helping employers and employees work safer.

How does safety effect an organization? Safety has a tremendous impact on ALL aspects of an organization. Good employees are hard enough to find already and if people are sitting at home hurt, you need to find a replacement. This can have a huge impact on the moral of the worker and fellow employees. If someone gets hurt, there can be significant costs attached to the claim that will

hit employers bottom line. You can end up paying huge surcharges on your premiums if claims run long, are fraudulent and left unmanaged by WCB. These are all things that the SHHA has helped educate countless employers on how to deal with these often complex and expensive issues.

Something that we have also seen come to light in the last month is broader coverage for workers suffering from PTSD. How do you see this affecting our industry? This has the potential to have a serious and significant impact on employers and associated claim costs. To their credit the SHSA has already started preparing for this by having their Advisors trained in Mental Health First Aid by the Canadian Health Commission of Canada. We need to be proactive and prepared for this issue and the possible impact on employers.

Thank you again Jim, your insight on these topics has been most helpful.

Be sure to watch both of our websites for more information and updates on legislation changes.

If you have any further questions, please feel free to contact the SHHA or SHSA today!

It is clear to see that working together can have great benefits not only to organizations who have a partnership, but to their members and those associated with the organizations. One such example is shown in the work the SHSA has done with Temple Gardens Hotel & Spa:

“Working with SHSA has been a very positive experience for our hotel – our specific needs were easily met through conversation with the Safety Advisors who then, in a timely matter, were able to provide the onsite training and safety evaluation we decided on. They were able to offer us advice and suggestions to work towards bettering our safety in the workplace. The professionalism and diligence of SHSA’s staff and management are second to none and we look forward to continuing our working relationship in the future.” ■

Kacey Payne, HR Coordinator
Temple Gardens Hotel & Spa
Moose Jaw, SK



SHSAtv's Lisa Chavady

SERVICE AND HOSPITALITY Safety Association Appointments



Mr. Jason Hobbis
Chair of the Board

Effective November 2016, Mr. Jason Hobbis will take over for Mr. Doug Arnold as the 4th Chair of the Board in the Service and Hospitality Safety Association's (SHSA) 20-year history. Mr. Hobbis has been a member of the SHSA Board of Directors since September 2014. He played an integral role in rejuvenating the Board of Directors and launching a new and aggressive strategic direction for the organization.

Mr. Hobbis is currently employed as the Corporate Director of Human Resources for Airline Hotels, a division that supports 900 employees in nine hotels in Saskatchewan, Manitoba, Alberta and Ontario.

Jason believes strongly in the vision of the SHSA and its role in helping its 4,000 members have prosperous injury-free workplaces.

Mr. Doug Arnold joins the SHSA as Director of Operations.

After graduating from SIAST (now Sask. Polytechnic) with a Hotel & Restaurant Administration Diploma, Mr. Arnold began his 27 year career at the Sheraton Cavalier Hotel, Saskatoon and worked his way up from Banquet Server, through Front Office and Rooms Division Management to his most recent position as Hotel Controller.



Mr. Doug Arnold
Director of Operations

After being a member of the SHSA Board of Directors for five years, serving the last two years as Chair of the Board, he gained more of an interest in safety in the hospitality and community service industries.

While it is hard to leave a great employer, Doug is extremely excited to join the team at the SHSA. ■

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TIME to Serve it Right



As a business operating in the hospitality sector operating a safe establishment is one way to keep your patrons coming back.

The Saskatchewan Tourism Education Council helps operators keep patrons safe with **Serve it Right Saskatchewan (SIRS)**.

SIRS is a server intervention training program designed to provide servers in licensed establishments with the skills and tools they need to ensure beverage alcohol is served responsibly.

That includes preventing underage drinking, over-consumption of beverage alcohol, violence, impaired driving and any other number of alcohol related harms that are bad for business.

The training also covers off a variety of topics including legal responsibilities and liability, identifying intoxication, handling situations involving minors and discontinuing or refusing service or sale of alcohol.

The program is mandatory for all businesses that sell or serve alcohol in Saskatchewan, whether that's in a liquor permitted restaurant, lounge or a retail liquor store.

Since June 2015, all new owners or managers and all new hires are required to complete training within 30 days from the start of their employment.

As of June 2016, all owners and managers should have completed the SIRS course.

By June 30, 2017, at least one employee who has completed SIRS is to be scheduled each shift and by June 30, 2018 all employees involved in the sale and service of alcohol must have their certification.

The program can easily be completed by your staff online or in a seminar setting. The cost of the program ranges from \$30 to \$50 depending on the type of training and takes about 3.5 hours to complete online while the seminar is approximately six hours.

As part of its regulatory work, SLGA will be checking on permitted establishments to ensure the necessary training has been completed. A permittee could be sanctioned by SLGA if training is incomplete.

For more information about the training go to: <http://store.industrymatters.com/product/SIRSOL/en> ■



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DAN CARDINAL Receives Triple Honours in 2016



Dan Cardinal is one of the first people to greet guests arriving at the Sheraton Cavalier Saskatoon Hotel. For more than 47 years, Cardinal has been an employee of the property. In 2016, his dedication and service were given due recognition. Cardinal was awarded the title Employee of the Year at the **Saskatchewan Tourism Awards of Excellence** in April, by Starwood Hotels and Properties of North America in September and at the **Canadian Tourism Awards** in November. In an interview with Tourism Saskatchewan, Cardinal reflected on his career.

What positions have you held with the Sheraton?

I started in a two-month job placement in maintenance. After about a month, they asked me to continue. I got to know the bellman industry by watching and asking questions. I ended up being bell captain and became known as Captain Dan. I am guest services supervisor now.

What do you find most fulfilling as a member of the Sheraton team?

Watching everybody else's accomplishments and seeing some of them stay, maybe not as long as I have, but 10 years plus. When other employees say, "Thank you, I don't know how you do it," and . . . you see their satisfaction with how everything is going. There have been many moments like this.

What have been some of the highlights of your 47 years with the property?

I met a lot of celebrities, a lot of political people and made a lot of good friends along the way. I worked for eight or nine different managers and for three generations of the Leier family.

What were some of your proudest moments?

Winning a **Saskatchewan Tourism Award of Excellence** is at the top. I have to thank Yvonne Hrytsak, in Human Resources, and the Sheraton Cavalier Saskatoon Hotel staff and their families, and all my supporters. I am overwhelmed by what has happened in these past few months. It is unbelievable.

What advice do you give to new employees?

Have respect for yourself and for your fellow employees. Take the responsibility of doing your job right. Take pride. If you have pride in your work and you do your work well, you have people respecting you. And you can't beat respect. ■

Jim Bence, SHHA President & CEO congratulates Dan Cardinal of the Sheraton Cavalier Hotel, Saskatoon after he won The Tourism HR Canada Employee of the Year Award at the TIAC Awards celebration which were held in Gatineau, QC on November 30.



HOTEL ROOM FURNITURE FOR SALE

Inn at the Forks in Winnipeg is selling **116 ROOMS OF FURNITURE** in groups due to guestroom renovations. The date to receive the items is 50% by January 2, with the other half available by March 1. Details are as follows:

- Coffee tables (17, 2 are round glass)
- Wardrobes (218)
- Dressers (112)
- King Beds, Headboards and Frames (78)
- Queen Beds, Headboards and Frames (60)
- Large Round Tables (102)
- Leather Chairs (65)
- Night Stands (207, 4 are round glass)
- Small Lamps (329)
- Sofa Beds (13)
- Wooden Desk Chair (57)
- Desk Mirrors (115)
- Fridges (11)
- TV's (127)
- Luggage Racks (119)
- Standing Floor Lamps (100)
- Upholster Armchair (115)
- Tub Chair (115)
- Love Seats (6)
- Desks (116)
- Small Round Tables (9)
- Dining Tables and Chairs (3 sets, 1 table + 6 chairs)

For further information contact Cathy Stephens at cstephens@innforks.com



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GUADALCANAL CITREC Graduates Praised



From left: Samantha Joyal, Amelia Muse, Careka Volly & Denny Joyal

The Province of Guadalcanal in Solomon Islands has been praised by the Canadian Hotel and Tourism sector for being the leaders of the “Labour Mobility Partnership” between the government and people of Canada and Solomon Islands.

Two GP-CITREC graduates, Amelia Muse and Careka Volly, have been recognized as Guadalcanal’s best brand ambassadors for displaying what they learned in the classroom and exceling in the workplace.

Following the placement of the two seasonal workers, Tourism and Hospitality Industry leaders stated, “The workers exceeded expectations, and have created significant opportunities for more hiring of CITREC-GP graduates in the summer of 2017 by the Canadian industry”.

“It was a true honour and pleasure to work with Careka Volly and Amelia Muse. It was inspiring to witness their skills improve to the level that they achieved in such a short period of time”, Waterfront Beach Bar & Grill owner Denny Joyal said.

Both Amelia Muse and Careka Volly were granted a 4-month work permit upon their arrival in Canada in July, and were successfully employed as seasonal workers at the Regina Beach, Saskatchewan establishment. Both departed for Guadalcanal in November.

Mr. Joyal has not ruled out the possibility that he will re-engage in the partnership by offering more opportunities to CITREC-GP graduates. “I appreciate the commitment and dedication they showed to both our business and to me

personally. This program was a win for everyone involved” Mr. Joyal said.

Saskatchewan Hotel & Hospitality Association (SHHA) President & CEO, Jim Bence said, “Our partnership with the government of the Solomon Islands, CITREC and employer Mr. Joyal has been incredible. These graduates became the first workers to participate in this truly unique program, and I can confirm that there is growing interest from SHHA members. This will mean more hiring of CITREC-GP graduates”.

SHHA President Bence said that his association works closely with Western Canadian Immigration Services Counsel, Daniel Hirschhorn, who ensures all immigration and employment regulations are within Canadian requirements making the process easy for both the employer and the employee.

CITREC Chairman Ashwant Dwivedi said, “GP-CITREC graduates selected for employment opportunities with a Canadian employer must be as committed as Mr. Volly and Ms. Muse were. The hotel and hospitality sector in Canada is highly regulated, and there are workplace standards that one must uphold. Discipline and dedication form part of that standard, this is the only way forward”.

Recently, a five-star Canadian hotel chain has announced that it will hire 7 more Guadalcanal CITREC graduates at its Canadian hotel chain early next summer for jobs as seasonal workers. ■

PROVINCE REFUSES to Rule Out Property Tax Increases



Todd McKay
Canadian Taxpayers Federation

Saskatchewan hotels are already struggling as a slower economy is making it harder to fill rooms; the last thing the industry needs is a tax increase. But it's a risk everyone needs to take seriously.

The Saskatchewan government recently adjusted the **percentages of value** that will be used for property taxes next year. In other words, this is the **percentage** applied to the assessed value of the property to define the portion of that value that can be taxed. The percentage will rise from 70% to 80% for residential properties, while the percentage for commercial properties will remain at 100%. Mill rates are then applied to the percentage of land value eligible for taxation.

So far, this story is routine: commercial property values have risen faster than residential property values so changing the percentages is a way to rebalance the tax burden. It doesn't necessarily mean taxes are going up.

But there are reasons for concern.

The Saskatchewan government is projecting an operational deficit of a billion dollars this year. That creates a lot of temptation to increase taxes. Municipal governments are responsible for their own portion of property taxes, but the provincial government sets the education portion of property taxes. And the government has refused to say whether it will increase those taxes.

Hotel owners across the province have trimmed expenses to deal with a tough economic situation. The provincial government has yet to trim its overall spending at all. Hoteliers need to tell their MLAs to get government spending under control rather than trying to balance the budget on the backs of taxpayers. ■

OTA Tips and Tricks



Jaret Waddell, COO
Airline Hotels

So we've talked about where OTAs came from, their surge to market share and some important first steps. Do you want to get more business from them? Is there any more business to get from them in your city/town?

I must return to the two fundamental concepts from the last article – Relationship with Market Manager and Reviews.

If these two things are not taken care of, any further steps will not work well. Make sure that you have reached out to meet your market manager and keep a regular conversation with them. Also, make sure that you are spending time responding to guest reviews.

Here are two more things to think about.

It's important to ensure your front desk knows what the lowest rate you are willing to take is. OTA shoppers want a discount more than they care about the product. If they think they are getting the best deal through you, they will book through you. If they go to the OTA, you can immediately take 15% off the rate they booked, as that is what you will get. If you are willing to sell on OTA's, are you not willing to sell your rooms directly for 10% off too?

Conversion. Big word, simple actions. Each time an OTA guest talks to your front desk, you have a chance to make them loyal to you instead of to the OTA. Do you have a program in place where your front desk offers a better discount than the OTA next time if they book through you? For example, a guest can book your hotel for \$100 on an OTA (You will get \$85). If you offer the guest \$90 per night if they book directly through you next time, you are further ahead.

Stay tuned, there's more to come. ■

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SASK CHEFS Compete for Gold Medal Plates Titles



Scott Torgerson – Gold Medal Plates

CBC News.

Some of Saskatchewan's best chefs served up their best dishes in the Gold Medal Plates contest

The competition is held in a number of Canadian cities. It celebrates cuisine, wine and the arts, all in support of Olympic athletes — and gives chefs a chance to earn a spot in the Canadian Culinary Championships

On Friday October 29, Scott Torgerson (pictured) from the Radisson Hotel and AROMA Resto Bar in Saskatoon took home gold, Christopher Hill from the Delta Bessborough won silver and Anthony McCarthy from the Saskatoon Club won bronze.

The gold medal winners go on to compete in the national contest in Kelowna, B.C., in February 2017. ■

FOREIGN WORKER Program Changes Announced



Daniel Hirshkorn
Saskatoon Immigration &
Employment Consulting Inc.
(SIECSI)

Last issue, I talked about the 21 recommendations that came out of the Standing Committee's report on the Temporary Foreign Worker Program. Well, the 120 day response time is up and sure enough, on December 13 we were treated to the response. At this time it is not a comprehensive response on all 21 recommendations, but there were some immediate changes announced.

So far, we know that the cumulative duration rule imposed on Foreign Workers in April of 2011 (A maximum of 4 years in Canada, out for 4 years before being allowed back) is gone. Not only have we been told this 4 year rule is no longer, there will be better paths to immigration for those who find themselves as long term foreign workers.

As an employer you will be required to do even more advertising (yes, you read that right) when applying for the LMIA for approval to recruit foreign workers. The cap on how many foreign workers at a location has largely not changed, but the exemption for seasonal workers has been extend until next December (this is important if you are looking at Solomon Islands for seasonal work).

The above approach was aimed at making Canadians happy with the 'Canadians first policy' and also strengthening a program that many are now accepting as not so much a luxury, as a necessary tool for business.

Watch for "More to Follow" in the New Year. ■



THE ICE HOUSE takes advantage of new liquor regulations

SHHA Member Profile

A conversation with owner Joel Kish

For over 25 years, The Ice House in Emerald Park has been a great spot to grab a bite to eat, attracting customers from all over the surrounding area. The Ice House is home to the original Iceberg burger -- loaded with pickles, lettuce, onion, tomato, sauce, bacon, cheddar cheese and Swiss cheese melted into sautéed mushrooms over a beef patty -- which can be ordered in an extremely large version called the Glacier Burger.

"It's been a landmark in the community for a long time," said owner Joel Kish. "It's been a great meeting hub in the community"

With The Ice House recently completing a six-month renovation project, the establishment is looking to provide customers with an even greater experience.

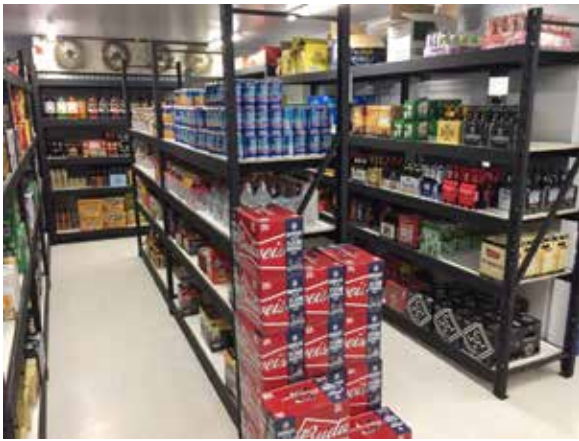
The total square footage of The Ice House has been expanded by 1,600 square feet, including around 20 new seats in the dining area all with new furnishing. With the White-City/Emerald Park communities rapidly expanding and kitchen space running

at maximum capacity, Kish said the Ice House expansion is a breath of fresh air.

"We're definitely going to deliver a better dining experience for our customers," Kish said. "We've added some new items to the menu. We're focusing on more wholesome items -- less deep fried food. We're still going to offer our delicious burgers and pizzas and add some new things like steaks, ribs and a couple of pasta options."

But that's not the only change at The Ice House.

Thanks to the new expanded Saskatchewan Liquor and Gaming Authority private retail liquor model in the province, the Ice House has been able to expand its offerings. All liquor retailers are now treated the same when it comes to: purchasing alcohol for resale at a wholesale price; hours of operation; product selection; and chilling of beer products and more. The Ice House has added a 600 square foot walk-in beer cooler and 700 square feet of retail space to its liquor store.



“We needed a liquor store in town and the rules have allowed us to compete in the market,” Kish said. “We’ve had very positive feedback. People are really happy to have the convenience of the liquor store and have the liquor store pricing.”

“I would definitely encourage other Retail Sale Permit holders to try and get into the liquor retail market. It’s a way to expand your business and be more competitive.”

When it comes to the new liquor model in the province, Kish gives a lot of credit to the Saskatchewan Hotel and Hospitality Association (SHHA). The Ice House is a long-time member of the SHHA and Kish has been a board member for around five years.

“Without the association, we never would have got the wholesale pricing,” Kish said. “The biggest benefit to The Ice House of being a member is definitely the representation in government.”

While it may take you a visit or two to get used to the new look at The Ice House, Kish assures that the atmosphere hasn’t changed.

“Everybody is truly welcome,” Kish said. “If you want to come in and have a nice meal with your family, we’ve got a nice dining area. If you want to come in and watch the game, we’ve got televisions to watch the game. If you want to come in for drinks on a Saturday afternoon or Friday night, we’re all set up for that, too.” ■

HIP

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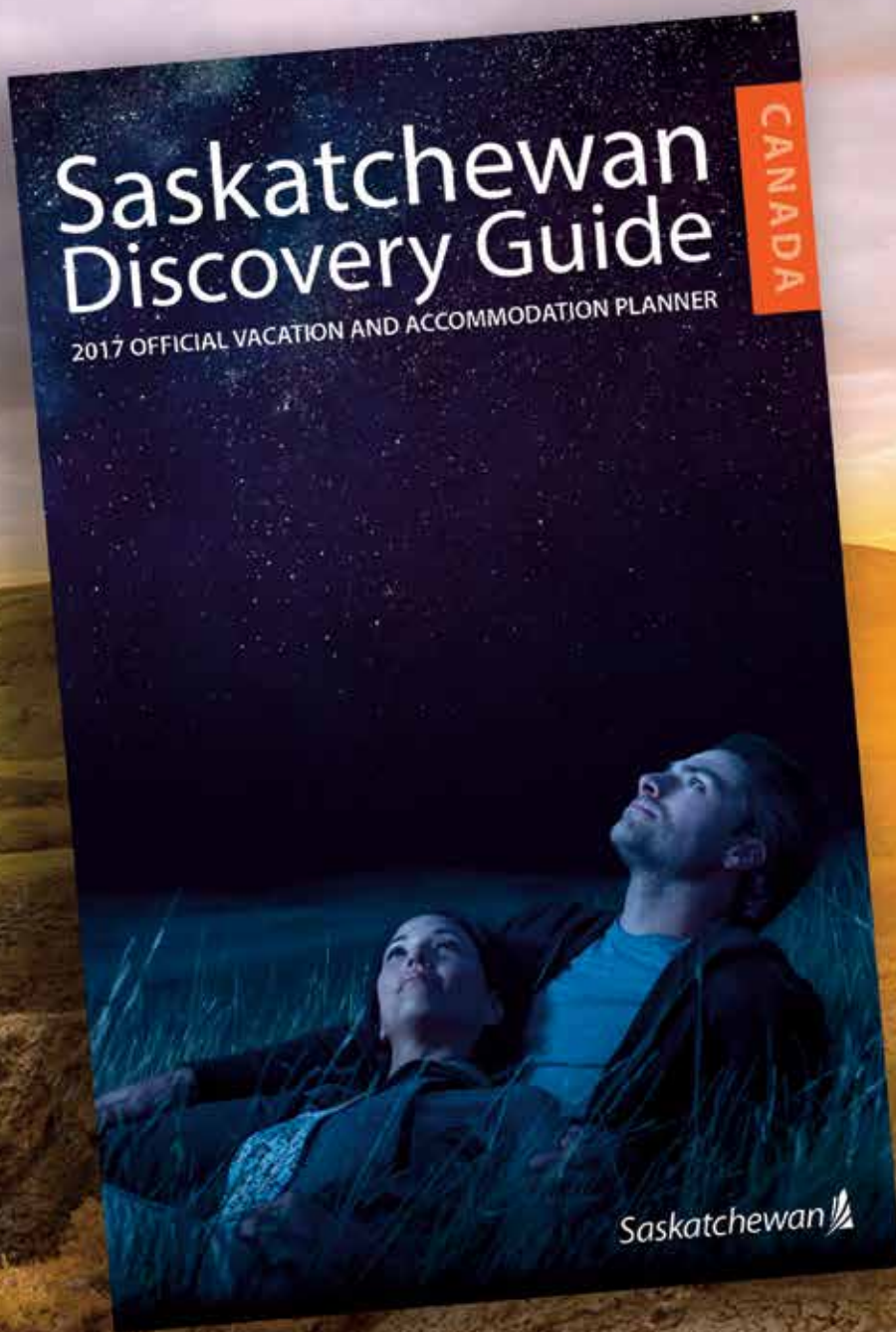
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1-800-665-8990 ext. 7313
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WESTERN CANADIAN IMMIGRATION SERVICES

WCIS's parent company was incorporated in 2006 as a full service immigration company. It is both federally and provincially licensed and provides legal immigration services across Canada.



From left: Careka Volly and Amelia Muse, CITEC graduates arrived in Saskatchewan from the Solomon Islands this summer with the assistance of Western Canadian Immigration Services, and gained work experience at the Waterfront Beach Bar & Grill in Regina Beach, Saskatchewan

SOLOMON ISLANDS INITIATIVE

The Saskatchewan Hotel & Hospitality Association (SHHA) works with Western Canadian Immigration Services in partnership with the office of Consulate General of Solomon Islands to Canada, to ensure all employment regulations are in line with Canadian requirements creating a process that is easy for both the employer and the employee.

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