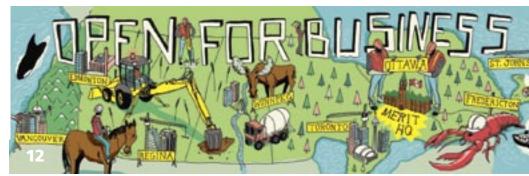


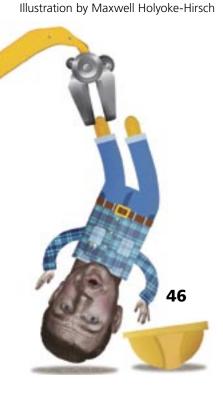
Contents

Volume 19 • Issue 1 • Spring 2011





ON THE COVER 25 Years of Merit History



5 Executive editor's columnBy Stephen Kushner

6 Silver Memories

The construction industry has been revolutionized since Merit's beginning in 1986 – just 25 years ago
By Anna Ravlikovska

12 Open for Business

With a newly opened national office in Ottawa, Merit Canada is taking another step forward as the national voice for open shop contractors By Bill Stewart

16 Freedom **55**?

As more of the workforce approaches retirement age, pension concerns are looming large for both employers and employees By Joel Thompson

22 After the Storm

Leaders are spending more and more time working on day to-day tactical areas of the business. Forgetting about the people in the organization is a tactical error that has long-term ramifications

By Gregg M. Schoppman

28 Rectifying an Imbalance

It is time to free workers from being compelled to financially support the political ambitions of union leaders

By Bill Stewart

38 Unleash the Potential

Chart your company's path to success with the help of a strategic plan By Lawrence Beaudry

40 Apprenticeship by the Numbers

Almost 70,000 apprentices are moving through the system in Alberta, working to meet the surge in demand for trades

By Steve Penner



46 More Power

Modified tools may give you more power on the worksite but they can also bring greater liability in the court room

By Shilo Neveu

50 Building a Better Alberta

The 2011 Contractor of the Year awards honour the best of the construction industry By Geoff Morgan and Cailynn Klingbeil

54 By the Numbers

The latest Canadian construction stats