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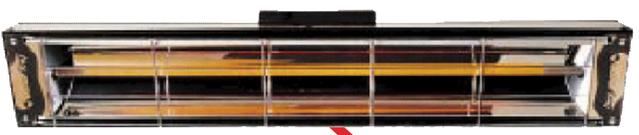
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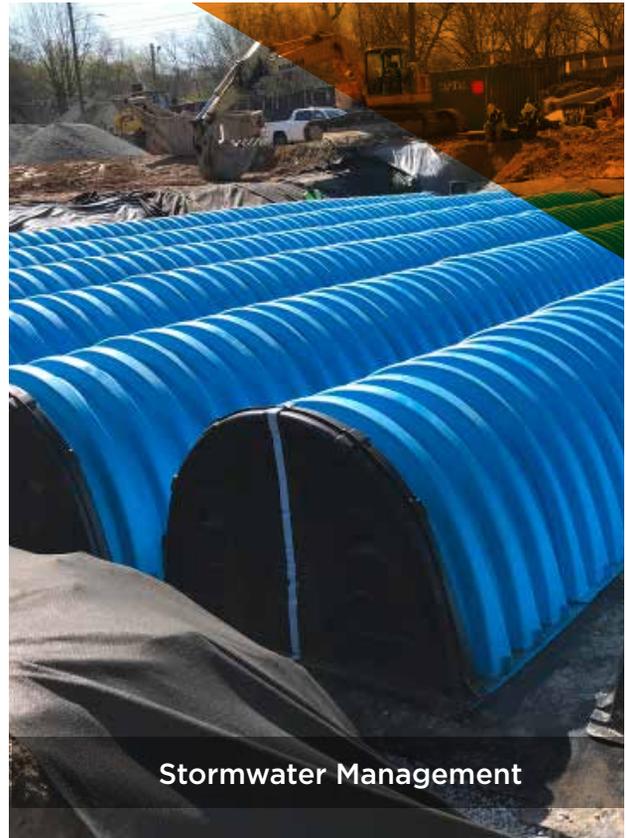
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PRESIDENT'S MESSAGE

Mark Cooper, President & CEO,
Saskatchewan Construction Association



The fall 2020 issue of *We Build* is all about politics, which – if it were any other topic – might seem like a bit of relief from the non-stop COVID-19 coverage. Not to worry, we still have an article on that old thing too. However, with Saskatchewan's next provincial election scheduled for Monday, October 26 and the municipal elections scheduled for Monday, November 9th; and not to mention the small, but distinct possibility of another federal election, 'tis the season of politics in our fair province. At *We Build*, we're happy to bring you the construction perspective on our politics.

In this issue you'll get to read the thoughts of Premier Scott Moe as leader of the Saskatchewan Party AND you'll get to read a column from Ryan Mieli, leader of the provincial NDP. Both leaders make the case for why their party is the best choice to govern Saskatchewan for the next four years.

We'll also provide you with a list of candidates that we know are running at the date of publishing, along with

information on how/when to vote, and how voting may be different this year due to COVID. We recommend that all our readers consider registering for mail-in ballots to ensure you have maximum flexibility when it comes to getting your vote counted.

We hear from an expert political panel about what the big issues will be during the provincial election, what outcomes we can expect, and what might happen next. Also, make sure to read about the election campaign your association will be running – mostly on social media – during this political season. You can read about the issues that matter most to our members and the tactics we'll be using to make sure those issues are front-and-centre for the parties and candidates seeking election this year.

One thing we're doing in this campaign is sending out electronic flyers that our member companies can share with their employees. These flyers highlight the major issues that are important for construction and provide some talking

points on each issue. Please send these to your staff team and encourage them to bring these issues up on the doorstep when they're visited by candidates.

Political parties are 100 per cent influenced by what they hear from voters, especially during an election. We've been able to use this influence effectively before as an industry to get things we wanted – most recently and significantly through the Prompt Payment legislation. Let's keep using that influence to get even more done for our industry. Let's use that influence to get our political leaders to grow the economy, support the private sector, invest in infrastructure, and make sure that local construction companies – and their workers – see most of the benefits of this growth.

While most of the political oxygen will be spent on provincial politics, both in this magazine and in our media over the next few months, the municipal elections should not be forgotten. The election of the men and women that will lead our cities, towns, villages,

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and RMs is vitally important. So many economic development, taxation, and infrastructure decisions are made at the local level...and most of the time turnout is terrible. Some municipalities are lucky to have 20 per cent of its citizens vote, which is deplorable.

However, this voter turnout problem creates an interesting opportunity for industries like construction. Despite a tough economy, Saskatchewan's construction sector is still one of our province's largest employers. More than 50,000 people across this province work in construction. Imagine if they all decided to vote in their municipal elections. If we assume that construction represents about eight per cent of most populations, and only 20 per cent of people are normally voting...well, you can do the math. Construction, as an industry, has a chance to choose for themselves who will be our mayors, reeves, and councillors. For that matter, our school board trustees too.

So, for goodness sake - vote. Tell your staff and family members to vote. Vote in the provincial election and vote in the municipal election. Take the time to do a bit of research and select the candidates that are best for our industry. We'll help with this as best as we can by providing you with timely information. Stay tuned to our Facebook and Twitter accounts and watch out for our weekly election newsletters.

Elections are a genuine privilege that too much of the world still does not share. The right to vote is a sacred one. If exercised as part of a group it can help change the course of our cities, our province, our country, and even the world. Please don't miss all of the opportunities you will have this fall to vote. 🗳️



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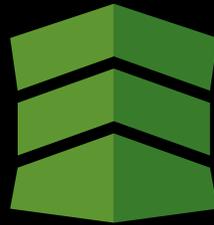
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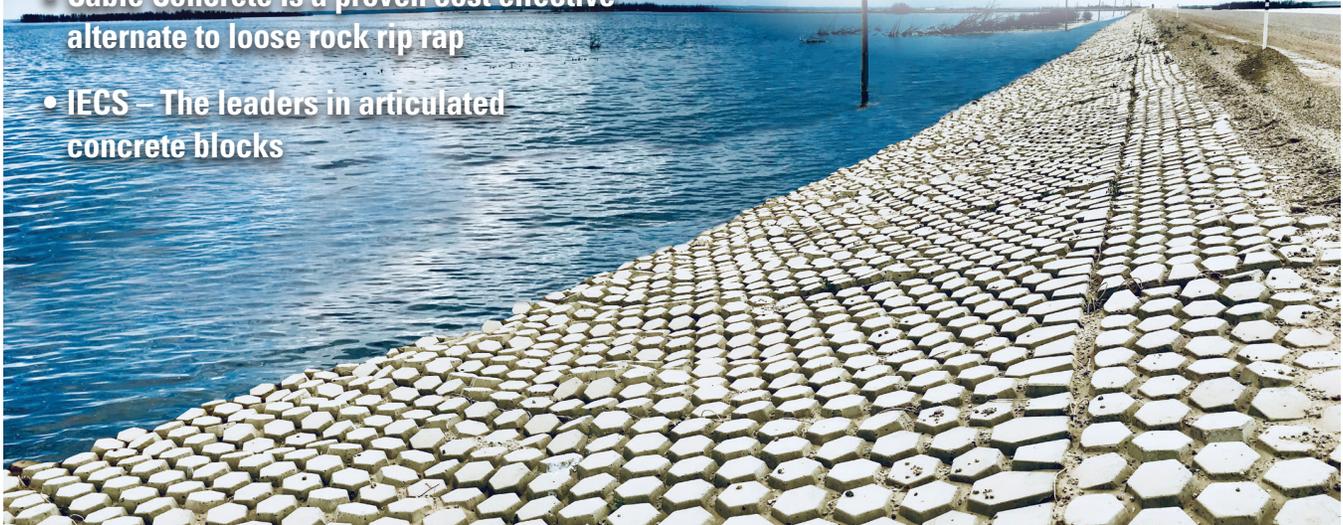
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Summarizing & Simplifying Information



We compiled the masses of information about COVID, business supports and government updates into bite-sized bulletins and developed an online portal (covid19sk.com) to store and present information in a user-friendly way.

WHAT THIS MEANS FOR YOU: Saving you time, resources, and energy in keeping up with the information overload.

Encouraging the Province & Municipalities to Keep Building and Make Construction an Allowable Service



We wrote a letter to the premier outlining why construction can and should remain open, and cabinet listened. We advised government not to sit on projects, but rather tender them out to keep the economy moving.

FINANCIAL RETURN: \$2 billion in project announcements and \$419,644 in building permits already awarded.

Guide to Improve Provincial Procurement & Reforms to Priority Saskatchewan



We have developed a guide containing over 40 recommendations that give our local suppliers reliable market access, while at the same time maximizing value for your tax dollar, achieving the best possible return on investment for the dollars spent on infrastructure.

WHAT THIS MEANS FOR YOU: We've helped dozens of members navigate procurement processes with rapid response to tender issues, wasting less time trying to accommodate varying bid requirements by correcting government mistakes, and enhancing their ability to access opportunities.

Development of a COVID-19 Taskforce



Fast access to the experts. Information bulletins and live Q&A sessions from experts in business, finance, safety, law, risk, insurance, and health.

FINANCIAL RETURN: \$9,000 in expert consultations and support.

Business Supports for Companies Struggling in COVID-19



Communicating with the provincial government as part of the Saskatchewan Business Council to recommend supports for the business community to prop up the economy.

WHAT THIS MEANS FOR YOU: Delivery of the Re-Open Saskatchewan Plan and Guidelines for Businesses, the Saskatchewan Training Subsidy, the Saskatchewan Small Business Emergency Payment, PST three-month suspension, bill deferral programs on provincial utilities, waived WCB premium penalties, and Commercial Eviction Protection for Tenants.

Enhanced Safety Protocols in COVID-19 Campaign



In partnership with other associations, we provided an industry-wide recognized guide for construction companies and launched a robust province-wide social media campaign to educate the public on our industry's ability to continue working safely.

WHAT THIS MEANS FOR YOU: Ability to stay open during COVID-19 and curb public anxiety.

Sharing Your Products & Services



We shared real-life examples of members' abilities to perform work safely and showcased their products and services relevant to stopping the spread of COVID.

WHAT THIS MEANS FOR YOU: Promoting the industry as safe, and you as capable construction professionals, to the government and the public at large.

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CAST YOUR VOTE: EXPERT OPINIONS ON THE PROVINCIAL ELECTION

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Saskatchewan is headed to the polls this fall

By Brook Thalgott



Joel Peterson, vice-president at Hill + Knowlton Strategies.



Murray Mandryk, political columnist with the Regina Leader-Post.



As the provincial election looms, Saskatchewan Construction Association (SKCA) President Mark Cooper caught up with Joel Peterson, vice-president at Hill + Knowlton Strategies and Murray Mandryk, long-time political columnist with the *Regina Leader-Post*, to get their thoughts on the state of politics in Saskatchewan and what they see for the parties running to form the next government.

Cooper: What do you expect to be the main issue in the provincial election campaign?

Mandryk: Because of the immediacy, it's going to be COVID; how we're dealing with the COVID-related problems and how the economy is going to emerge. We have already learned not to expect balanced budgets for another four years. I have never seen a government do that. I can't even envision a situation where I would have ever seen a government declare – when we came to an election campaign

– that we're not going to balance a budget. God bless their honesty, but it's completely unprecedented. I think that there is going to be so much focus around how we are going to emerge from this economic crisis. And, you're going to hear an awful lot about schools and problems in the health system.

Peterson: Health, education, COVID, and rebuild. Probably in that order. If there's going to be an emergent issue during the campaign time, it's going to be a mix of COVID and education because the back to school process is happening at the same time. If something serious happens during the back to school process, the election and the party platforms will take a back seat.

I also think many organizations are looking at what the re-build/re-starting of the economy looks like within the province. During the election, we will still be in COVID and given that the economy has had a downturn, people

will be looking at what this election means for their future.

Cooper: If the major issue is going to be COVID, could the number of cases we have in the fall have an effect on the outcome of the election?

Mandryk: No. I don't think there's a lot that's going to affect the outcome of the election because of the political dynamic. Right now, at least in my humble opinion, there is not a sense that in the public that the NDP can do any better and do things any differently than the Sask Party. The polls suggest numbers that are almost identical to the 2016 results right now. So, if that suddenly alters in a month or so even with COVID, it would be something very surprising to me.

There is a bit of an awakening in terms of a lot of things that we are looking at differently because we have this once-in-a-century pandemic. In your industry, it's how schools are built and



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THE EXPERTS

whether the P3 model is going to be more successful or less successful due to simple things, like whether we can open windows or not, and what do we do in schools to make them hygienic. If any political party can pack into that in a more meaningful way, they will at least get traction.

Peterson: With both political parties, they will have an election playbook right now. The playbook does not necessarily have COVID in it, but

COVID could have an impact. If COVID numbers spike, the feelings and focus around the election will change and the playbook will get changed. If the numbers stay low, both parties will stick to their playbook.

Cooper: The latest poll shows the Sask Party has a fairly commanding lead, which has been relatively consistent for some time. It seems like the outcome of another Sask Party majority government is a foregone

conclusion. Is this true? And if it is, what's going on with the NDP, a party that used to be able to win elections in Saskatchewan and why are they struggling to connect with voters?

Peterson: I think the polls are right. The polls have been in favour of the Sask Party for quite some time and based on what they are doing and the fact that there has not been a bunch of bad press regarding their management during COVID, we should see a fairly resounding win for the Sask Party. In terms of issues, the back to school will create a bit of a political hot potato, but I'm not sure you could answer the education question correctly. No matter what you did, it was going to have some political risks associated with it.

Secondly, I think that the issue with the NDP is that they have moved significantly to the left on the political spectrum. Ryan Meili is more left than Lorne Calvert was or many of his predecessors. I'm not sure that this positioning resonates within the party, and I'm not sure it resonates with the voters at this point in time. If we look at most of the elections that have been held since the last one in other provinces and jurisdictions, politics seems to be gathering around the centre as opposed to the wings. My estimation is that if they were slightly more centrist, I think they would get a better response at this point in time.

Mandryk: In terms of the outcome, I make a different prediction to everyone, but on this day, September 2nd, 2020, I'm predicting, 17 NDP, 44 Sask Party. And if this actually is accurate, that is all you're going to hear—the projection clip and the date so I can forever brag about it. I don't think the NDP are going to make out much ground for every reason Joel mentioned. I think under Meili, they have moved further left and I think the province has moved further right.



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THE EXPERTS

And nobody kind of gets that. There is another poll out showing the federal split right now where Saskatchewan has actually surpassed Alberta in terms of being the most conservative province. I don't think it puts you in good stead for where he needs to make inroads in the NDP. There are 29 rural seats out there, and for the most part to the NDP, it's almost as if they don't exist. And one of the reasons it's almost as if they don't exist is because they have a snowball's chance in hell of winning any one of them.

Cooper: In this election, what do you see as the biggest strength and biggest weakness for each party?

Mandryk: They're somewhat similar, if not diametrically opposed, but, similar in the sense that the strength of the Sask Party and the NDP is their appeal to their base. The problem being is the NDP base is tiny. The Sask Party, because of the nature of the province right now, is much larger because it encompasses everything in terms of rural Saskatchewan. It has weaknesses in the city, with the more educated, changing professional view, and in some places, the very people that are going to carry the province forward in terms of technology and sort of the new economy and everything else. But that said, we're still a resource-based province. The Sask Party is absolutely solid in rural Saskatchewan—in mining and agriculture—the meat and potatoes

places where it makes us the most money. It's surprisingly solid in sort of union working class, not necessarily the leadership. We're basically seeing the long traditional union vote would have gone NDP staying home and voting Sask Party. I don't think I've ever seen that in my lifetime. The NDP strength is obviously in the fact that its supporters are diehard, but two problems with that. Its old base of supporters is dying out. It has been 20 years and they're not regenerating in terms of those young people. Its base is just too damn small to really have any kind of meaningful, full effect on most writings. It's not calling out to people where it particularly needs to get votes, and you can only have so many university professors supporting you in this province.

Peterson: I think it's leadership right now. For the Brad Wall era and for the Scott Moe era, both have ranked highly in terms of their support—I think the Sask Party strength is their leadership and Premier Moe's popularity.

Talking about the NDP, it is the leadership on their end and it's for all the same reasons that Murray talked about. You can only have so many university professors vote for you. You can only have so many union members vote for you.

I think the Sask Party has been very successful at keeping Saskatchewan working over the last while and the

province going during this time. Basically, people want work and I think the Sask Party has delivered. The recent growth in Saskatchewan has supplied good work and taken some of the edge out of the labour movement issues. When things are going well, it's probably not in anybody's interest to change. The labour movement's typical ask for "work and good work" has been answered over the past number of years and it's taken a lot of angst out of the NDP's politics.

The weakness for the Sask Party is getting into the seventh inning stretch now. I think Premier Moe has to put his stamp and his direction on the party. I think he will need to be able to point at the direction and say what he is doing and where he is going.

With respect to the NDP, their greatest strength is that they seem to have a hold on the cities. They tend to do well in either less affluent or affluent neighbourhoods. I know that's kind of an oxymoron, but if you look at the seat distribution that's where I see their strength.

Cooper: With a likely Sask Party government again, what do they need to do over the next four years to make sure that they can be revitalized and continue to be fresh and effective as a government?

Peterson: We'll see a change in the ministers of the province. As it sits right

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now, there have been very few changes in ministers over the past few years. Most of the current ministers were there when Premier Wall was there. I think it's the changing of the guard that will need to happen at that point in time. I think that they will need, or Premier Moe will need, to come out with some directional change from the Sask Party. He will have to come out in the next little while with some platform or policies that are his and can be implemented. Something more than the Growth Plan, something he can call his own.

Mandryk: Joel's point that they need younger blood coming in is absolutely true and critical. Scott Moe has, what everybody's sort of pointing to, a new factor in politics, the 'hell of a guy', the Doug Ford thing, where people can relate to him. Doug Ford kind of went from 33 per cent in the polls to right now, the second-to-top-rated premier in terms of popularity, because COVID has disclosed him as being a hell of a guy, in terms of the way he's handled that. Scott is not a great speaker and he does not articulate his ideas. You don't get a great sense of ideas, but I think he's generally seen as a 'hell of a guy' and that's something that they want.

It's got to be a combination of younger people, not just the leader, but certainly the leader offering more depth. Unfortunately for Ryan Meili, I'm not so sure he's seen as 'a hell of a guy', even though he is a very nice man, but I'm not sure he's seen that way by a lot of voters right now."

Cooper: What's the big issue we're not going to hear about during the election, but we should be talking about?

Mandryk: This is the one advantage the NDP might have. They do float around what the future of this province looks like. We can't get by on minimum wage jobs. It's been great for the new Saskatchewan that sees a lot of new Canadians accepting of that role. But what generally happens to those people when they become successful in a new country? Well, if they can't get the money here, they're going to go elsewhere for it. We are going to start losing those populations. That is going to be one thing that people are going to have to really tap into in terms of how to utilize these people. We can't do it on the agriculture base anymore. Farms are getting bigger and the population in rural Saskatchewan is simply getting smaller. It's not going to be the driver of population and jobs and other things

that once was because we're becoming more automated.

There's always ample opportunity. We're getting to be a smarter, more educated society, but we also are dragging with us some of the old problems—not dealing with the First Nations issues, not dealing with the class poverty in this particular province."

Peterson: The federal government has made some pretty serious changes on EI and environmental policy and so on. So, the interesting issue, or the issue that is lurking in the background for me, is the interaction between the federal government and the provincial government. For example, Saskatchewan just appointed our own chief firearms officer. It's a small thing, but I think it shows some of the cracks in the relationship right now. There are cracks in federal/provincial relations, and that is a huge issue that has no bottom in it.

The other issue is how innovation will be managed and the role new technologies will play. That is the next generation of business in Saskatchewan and I don't think we're going to have as robust of a discussion during this election. 🏠

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TELLING CONSTRUCTION'S STORY: MESSAGES WE'RE PUSHING THIS ELECTION, AND HOW YOU CAN BE INVOLVED

By Mark Cooper, President & CEO, Saskatchewan Construction Association



On October 26th, Saskatchewan will elect its next provincial government. Two weeks later, on November 9th, we will do the same for municipal governments across our province. The individuals we elect will lead our province and our communities for the next four years. Their actions and decisions will shape the future of our home for decades to come. Good governments set a course for a better future. Bad governments can create disarray and lead to years of mismanagement. If you look around our world today, you can find

examples of both. If you look into Saskatchewan's history, you can find the same.

That's why elections matter. They are our best opportunity to have a direct say into the kind of future we want. We get to choose. Sometimes it might feel like our choices are limited, but we still have choices. To paraphrase Spiderman's Uncle Ben, "with a great choice comes a great responsibility." The most important thing we can do with that choice is to exercise it wisely. In other words, vote. Always vote. BUT - always vote smartly. Be

informed and choose the candidate that can best represent the issues and concerns that are most important to you.

When you work in an industry as important and significant as construction, you have an extra burden of responsibility. By voting together as an industry we can significantly alter the outcome of political races both at the provincial and municipal level. It's a power we don't often exercise, and we're not really set up to take advantage of, but it is a power that exists. Perhaps in this election cycle, our industry can take a step in a direction of becoming more unified in making our collective voice heard and more influential as a result.

So, what are we doing about it?

To that end, the Saskatchewan Construction Association is launching a construction-themed campaign during the provincial and municipal election season this year. Our goal is to make sure that the issues that matter most to you are front and centre on the agenda for the next governments in our province and our communities. We've been gathering your feedback, and we've developed some solid

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strategy and effective tactics to ensure that our next crop of elected officials are not only aware of your priorities, but ready to take action when they take office.

I'll get to the primary issues we're focused on this election cycle in a moment, but before I do, I want to talk goals and tactics.

The goals of our election campaign are pretty straightforward:

(1) to raise the awareness of the public and the political parties/candidates about the importance of the construction industry and about the issues that matter most to our industry; and

(2) to influence Saskatchewan's political leaders to act on the priorities of Saskatchewan's construction industry.

Everything we do related to the election campaign will be done with achieving these goals in mind.

Our tactics are simple, yet effective

Most of our effort will go into social media, helping to grab the attention of Saskatchewan people just as their

attention is shifting to politics. Look out for posts on our priorities and be sure to share them widely. In addition to our digital campaign, we'll be sending letters to every candidate in the provincial election and asking the political parties to commit to act on our priority issues.

We'll also be creating a letter template that we'd like you – our members – and your employees to send to their local candidates. It's a very easy process, completely automated, and will take you less than two minutes. Stay tuned for more details from our Saskatchewan Construction Association team on your opportunity here.

The last campaign tactic I want to highlight here is another opportunity for your engagement. This one is really important. Right before the campaign kicks off, you'll be getting an email from our team with our door-knocking flyer. In fact, by the time you're reading this, you should already have it. If you haven't seen it yet, email or call us and we'll get it to you right away. We want you to send this flyer to everyone that works with you, and to anyone else you know who

cares about construction. The flyer will give them a brief overview about industry issues, as well as example questions that they can raise when a candidate or their representative comes to their doorstep. This is a critical part of the campaign.

Politics is all about repetition. We want candidates to hear about construction issues early, often, and last. If they're hearing about it a lot, they will not only remember it, but they'll talk about it too. They'll take it seriously, and we'll get better results faster.

There will be other parts to the campaign, but our social media, the targeted letter writing, and the door knock flyer are the biggest components that YOU can be actively engaged in. Please help us help you by getting the word out. Let's make sure that Saskatchewan's construction industry makes the biggest impression on our political candidates in 2020.

Ok, now let's talk a bit about the issues that our campaign will focus on...

As we heard from members over the last few months, four key themes emerged:

The advertisement for PM SIGNS is divided into two main sections. The top section features the PM SIGNS logo, which consists of a diamond shape split into four quadrants (yellow, green, yellow, green) and the text "PM SIGNS" in a bold, green, sans-serif font. Below the logo is the tagline "Leader in Sign Solutions Since 1966" in a green, italicized font. The bottom section shows three examples of illuminated signs: a "GOLD HORSE CASINO" sign with a horse head logo, a "HORSEPOWER! WIN A DODGE RAM" sign featuring a truck, and a "Pizza Hut" sign with the company's logo and name.

(1) Support Local – more of the construction opportunities need to go to local companies;

(2) Get Prompt Payment Done – we need to make sure you get paid in a timely manner for work completed;

(3) Growing the Economy and Attracting Investment – Saskatchewan needs more economic activity; and

(4) Best Value Procurement – Publicly funded projects should adopt best value procurement practices across the board to ensure the best possible return on investment for the Saskatchewan taxpayer.

We heard lots of other stories, but most of them fit within one of these four themes.

Your team at the Saskatchewan Construction Association has taken these themes to create four campaign pillars. Our whole campaign is built around highlighting these pillars and informing people about why the pillars are important and what can be done to move Saskatchewan forward in these areas. In the remainder of the article, I share some thoughts on each of these four pillars.

Support Local

Over the last few years, Saskatchewan has led Canada in moving away from low price procurement to best value procurement. This shift has meant that when the government buys construction services, they can focus on which bidder offers the best overall package of value, not which one is just trying to buy the job with a low price (more on that later on). This shift was something that the industry asked for, specifically because it was intended to better support local companies.

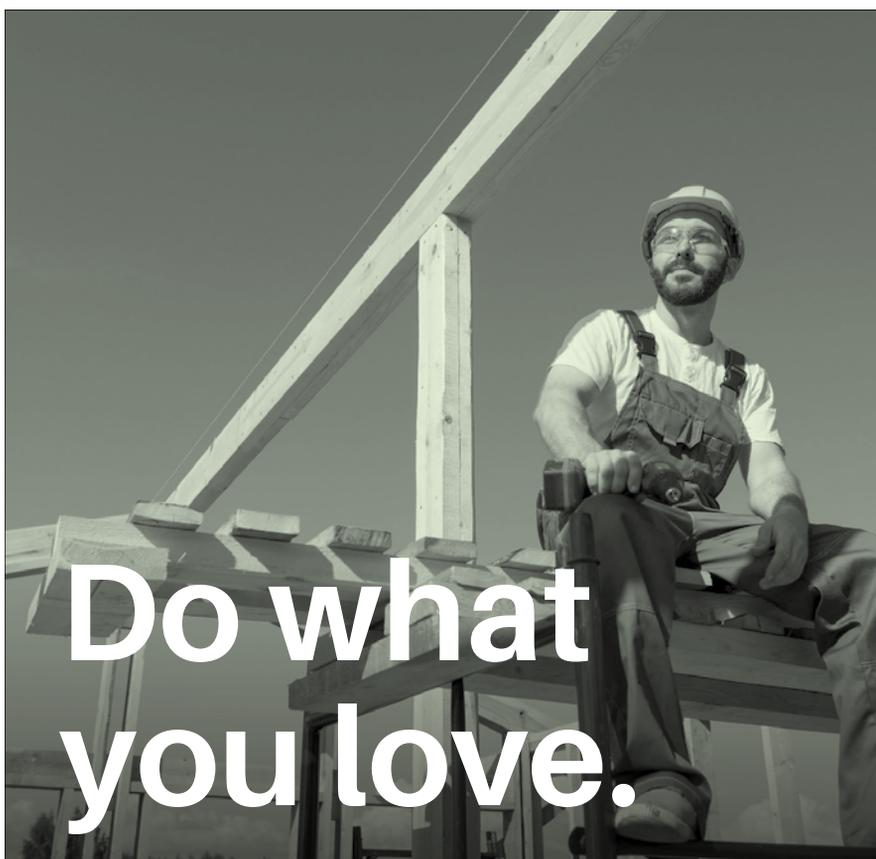
Government needs to work to make

sure that local companies have every opportunity to bid on work paid for by Saskatchewan tax dollars, and that the framework in place to do that is supported through all procurement avenues.

To get there will require a fundamental cultural shift in procurement. Our principle is straightforward: when taxpayers are paying for work to be done, they

should be reasonably sure that the money they're spending is going to support other taxpayers. In other words, Saskatchewan work should go to Saskatchewan companies.

While good progress has been made in this area, especially by the provincial government, still too many opportunities are going to out-of-province contractors. This needs to stop.



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As a starting point, there are a number of practices that we are asking every candidate for MLA to support. Each of these practices will help support local companies while being acceptable within the trade agreement restrictions that Saskatchewan is bound by. The practices we are calling for include:

- Requiring that any company that works on a construction site is COR safety certified. This is an industry-standard safety level, supported and governed right here in Saskatchewan by the SCSA, that guarantees the companies you're working with take safety seriously;
- Requiring that any company that works on a construction site has a membership in a local construction association – membership in a local association is a signal that a company is here to stay and that it has a

commitment to supporting the local community too;

- Initiating a mandatory after-action report such that every time a project is awarded to an out-of-province company, it triggers a review that examines what happened and how the process can be improved going forward;
- Framing procurement as a local economic development process, not an administrative process, and making sure that everyone who works in procurement thinks of themselves as economic development officers supporting local business opportunities;
- Considering the economic development impacts of selecting different vendors (and where they might spend their profit) when awarding contracts; and

- Investing in building relationships with local vendors prior to running a competition. In this pre-competition phase, you can educate vendors about the opportunities, learn from them about their capabilities, and determine how to shape the competition in order to provide the best possible advantages to local vendors.

Get Prompt Payment Done

By far, the number-one issue for construction companies over the last few years has been getting paid for work in a timely manner. The whole industry came together to lobby for a simple legislative fix – creating Prompt Payment legislation to ensure contractors are paid in a timely manner and that they have easy-to-use and low-cost remedies when they aren't paid promptly.

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The advertisement features a grid of four images showcasing precast concrete products: Pre-Cast Steps, Tanks, Sanitary Manholes, and Retaining Walls. Below the grid is a circular logo with the text 'Proud to be serving Canada since 1988' and three stars. To the right of the logo is the SCSA logo and a 'SUSTAINABLE' logo. The company name 'PRE-CON LIMITED' is prominently displayed at the top left, and the contact information is at the top right.

Based in Saskatoon, SK, Canada, **PRE-CON** takes great pride in manufacturing both wet and dry cast industrial concrete products. The largest segment of our product line and service is residential and commercial septic and holding tanks, precast steps, the mining industry, cable and electric vault, arena bleachers, sound attenuation walls, sanitary manholes, precast grade beams, residential fence walls, bridge abutments and more.

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Our industry fought really hard to make sure that the residential sector wouldn't get an exemption, and we were so glad to see that they won't, but the fight isn't done yet.

In the spring of 2019, the provincial legislature unanimously passed this ground-breaking legislation. Prompt Payment legislation should help ensure that construction companies are paid promptly for work they've properly completed. No more waiting months and months while hoping to get paid.

Now, we need the legislation to come into force. It needs to officially become law. When it does, companies will know they'll get paid in a timely manner, which lets them invest in growing their own businesses - adding new jobs and pursuing new work. It's good for everyone in construction, not just the contractors.

Just as importantly, we need to make sure that the law applies to all construction jobs in Saskatchewan, not just some. We also want to make sure that everyone involved in the design and construction industries have access to this legislation.

While we expect the legislation to finally come into force before the 2021 construction season gets underway, right now it looks like it will be done with some exemptions - for the mining sector, SaskPower, Highways, and architects/engineers/land surveyors will be left out too.

Our industry fought really hard to make sure that the residential sector wouldn't get an exemption, and we were so glad to see that they won't, but the fight isn't done yet.

For that reason, we are calling on candidates running to be an MLA to commit to:

- Bringing Prompt Payment legislation

into force by no later than April 1, 2021; and

- Removing all exemptions to Prompt Payment, ensuring that everyone in design and construction can expect to be paid promptly for work they've done properly.

Growing the Economy and Attracting Investment

Government investment into the economy, through things like tax incentives and infrastructure spending, is essential to sustaining economic growth, especially in slow times. However, government investment can't be counted on to grow the economy. You need solid private sector investment to do that.

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Right now, the private sector in Saskatchewan is facing lots of uncertainty. As a result, they're not spending money. When the private sector isn't spending money, they aren't starting new businesses and they're not investing in their existing businesses. Of course, this means that there is less construction activity and therefore work to go around for our construction companies.

The thing about the Saskatchewan economy is that the fundamentals are still really strong. We have the things the world needs - food, fertilizer, and fuel - and we have them in abundance. It is also true that there has never been a better time to borrow and spend money, with interest rates remaining low. At the same time, activity in construction is slower, meaning that prices are very competitive, and labour is in fairly strong supply. Meanwhile, many corporate accounts across Saskatchewan have strong balances as companies choose to hold onto their money right now. All of this should be creating an environment where

people are eager to spend their money and invest. Still, they're not.

In part, we have a confidence issue. People just aren't sure what the future will bring...and honestly after the 2020 we've had so far, who can blame them? However, we need to remember that the fundamentals are strong and that means opportunities will be here.

To help with this, there are things that government can be doing now to inspire confidence and create a future where private sector investment is abundant in Saskatchewan. When that happens, there will be more construction work, more and better jobs, and greater opportunities. That's good for all of us.

So, here's what are we asking political parties and candidates to do:

- Commit to a thorough and independent taxation and regulation review that has the goal of making Saskatchewan the most attractive jurisdiction in Canada in which to invest as a business;
- Invest more into the selling of

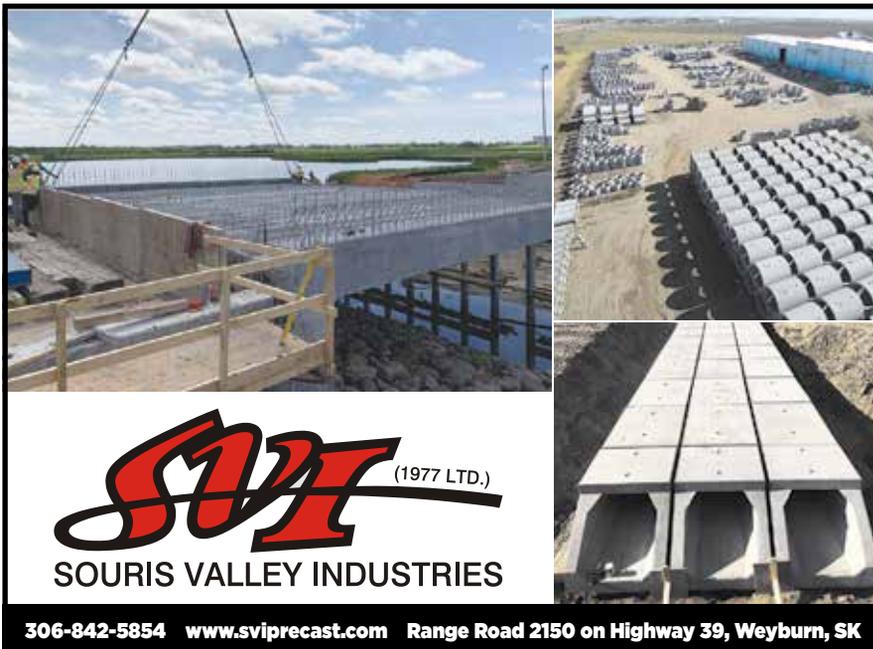
Saskatchewan opportunities to Saskatchewan people and Saskatchewan businesses. Educate people on the advantages our province has, and the successes demonstrated by others. Celebrate what Saskatchewan has to offer to the world. All of this will help improve public perception and encourage an investment turnaround;

- Recalibrate the Saskatchewan Growth Plan to reflect the realities of COVID-19, focus on supporting investments that add value to products before they leave our provincial borders, and work with the private sector to align public and private activities to move the Growth Plan forward; and
- Take a stand against unnecessary regulatory burdens at the municipal level and inconsistencies from one municipality to the next. Saskatchewan needs every advantage it can get, and right now our municipal sector is more of a barrier to growth than an enabler of it. This needs to stop.

Best Value Procurement

As mentioned above, Saskatchewan has recently shown great leadership with SaskBuilds moving to a best value procurement model.

Procurement is the process that is used by governments to buy goods and services like construction. Today these processes are often very different from one government agency to the next, and they can be very confusing and challenging for construction companies to sort through. While the provincial government has been highly focused on improving this, there is still lots of room for improvement when it comes



The advertisement for Souris Valley Industries (SVI) is a composite image. The top left shows a construction site with a large concrete slab being lifted by a crane. The top right shows a large outdoor storage yard filled with stacks of precast concrete slabs. The bottom right shows a close-up of a precast concrete slab with a circular opening. The bottom left features the SVI logo, which consists of the letters 'SVI' in a stylized, bold, red font with black outlines, followed by '(1977 LTD.)' in a smaller font. Below the logo, the text 'SOURIS VALLEY INDUSTRIES' is written in a bold, black, sans-serif font. At the very bottom of the advertisement, the contact information '306-842-5854 www.sviprecast.com Range Road 2150 on Highway 39, Weyburn, SK' is displayed in a white font on a black background.

to: Crown corporations; school boards; the health region; post-secondary institutions; and especially all the municipalities.

Our principle is simple: all agencies funded by taxpayer dollars should be required to have procurement practices that are consistent, transparent, best-value based, and that support local vendors.

When that happens, it is easier for companies to navigate processes, which means they can bid on more jobs, win more work, and keep growing. All of this can happen while the taxpayers themselves are getting better value from processes that are simple, transferable, and repeatable.

To get there, we are asking all candidates to be MLAs to support:

- Mandating that any taxpayer funded or supported organization must adopt procurement practices consistent with those established by SaskBuilds;
- Supporting the training of industry and other public organizations to ensure that good procurement practices are well understood and adopted consistently; and
- Establishing an accountability function that enables the raising and addressing of concerns about procurement practices for all public agencies in Saskatchewan so that these practices can be continually refined and improved.

Getting the procurement practices consistent across all public agencies is necessary, but it isn't sufficient. To really unlock the opportunity that Best Value procurement presents, the focus needs to include supporting local, as we have explored above.

So those are the four issues we'll be addressing during the election. Thanks to the feedback of our member companies, we know the issues that matter most, and we'll be laser-focused on those during the campaign. We'd love your help, and we hope you'll join us in raising awareness and informing the

public and the candidates about these important issues. By doing that, we can be sure that we help elect governments that will set the right course for Saskatchewan and our communities. The future can be what we want it to be, if only we build it...and in the end, nobody builds things better than construction does. Let's get to it. 🏗️

A campaign graphic for Scott Moe and the Saskatchewan Party. On the left is a portrait of Scott Moe, a man with glasses wearing a blue suit and tie. To his right, the text reads "Strong Recovery. Strong Saskatchewan." with a stylized green and yellow wave logo. Below the portrait, the website "saskparty.com" is listed, with a smaller line of text: "Authorized by the Chief Official Agent for the Saskatchewan Party". On the right side, the party logo features a stylized 'S' and the text "Scott Moe and the Saskatchewan Party".

A graphic for the Technical Safety Authority of Saskatchewan. At the top left is a grid of squares in shades of blue and grey. To the right of the grid, the text reads "Technical Safety Authority of Saskatchewan". Below this, a blue wavy line separates the header from the main content. The website "www.tsask.ca" is displayed. The main content lists "Regulatory Safety Services:" followed by "Boiler and Pressure Vessels", "Elevators and Amusement Rides", and "Power Engineers and Pressure Welders". Below this is "Certification - Licensing - Inspections". At the bottom, the tagline "Inspiring and Shaping Excellence in Public Safety" is written in italics.

PROVINCIAL ELECTION PRIMER: VOTING IN THE NEW NORMAL



Photos courtesy of Elections Saskatchewan.



The Saskatchewan provincial election will be taking place on October 26, 2020.



Mask wearing, although not necessary at the time of publication, will be strongly encouraged at the polls.

Taking place on October 26, 2020, the Saskatchewan provincial election will decide who our next premier is, as well as regional MLAs. Due to the global COVID-19 pandemic, voting in this election will look a little different this year with multiple health and safety procedures put in place. Here's what you need to know...

How to vote – safely

For those who choose to cast their ballot in-person, safety measures will be put in place for all 3,150 polling stations across the province, including:

- Physical distancing in the polls.
- Voters will be asked to stay two metres (six feet) apart.
- Hand sanitizer present at all polls for election workers and voters.
- Gloves, masks, and acrylic shields provided.
- Surfaces will be disinfected throughout the day.
- Single-use pencils will be provided.

Mask wearing, although not necessary at the time of publication, will be

strongly encouraged at the polls. According to a July 13, 2020 press release on the Elections Saskatchewan website (elections.sk.ca), the voting governing body is procuring 400,000 masks and 5,200 acrylic shields for use at polling stations.

“At present, we are planning for all of our workers to wear masks and we will encourage all voters to wear one too,” says Dr. Michael Boda, Chief Electoral Officer of Saskatchewan in the release. “Our view is that most people who choose to wear masks will have their own, but we will have an additional

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supply on hand for those who would like one. If a health order is issued this fall requiring all voters to wear a mask in a public place, we will reassess moving forward.”

For the first time ever, Elections Saskatchewan is also offering an option to go paperless with voter information cards. Voters who wish to opt out of a physical card could sign up for one by text or email rather than regular postal mail.

According to an Elections Saskatchewan press release from August 17, 2020, voters who wish to cast their ballot in the election but don't want to leave their homes are able to vote by mail (also known as 'absentee voting' for students and snowbirds in the past.)

Voting by mail is a two-step process which includes completing an application online (www.elections.sk.ca/votemail) where they will be asked to upload a copy of their identification with the tool. Voters can also call 1-877-958-8683 and ask for an application to be mailed to them.

According to an Elections Saskatchewan press release from August 17, 2020, voters who wish to cast their ballot in the election but don't want to leave their homes are able to vote by mail.

Once the application is approved, a voting kit will be physically mailed out to the voter in late September. The kits include a ballot to mark and a postage-paid envelope, which the voter uses to mail the completed ballot back to Elections Saskatchewan. Voters can return their ballots as soon as possible but must be mailed by no later than 8 p.m. on election day, October 26, 2020.

For those wishing to vote by mail, the deadline to apply for this option is October 15, 2020. Please visit www.elections.sk.ca/voters/voting-by-mail/ to start the process and for more information.

Who's running

As of September 15, 2020, there were 123 candidates running across 61 constituencies. There are also six registered parties running: Buffalo Party of Saskatchewan; New Democratic Party, Sask. Section; Progressive Conservative Party of

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Saskatchewan; Saskatchewan Green Party; Saskatchewan Liberal Party; Saskatchewan Party; and Independent.

Buffalo Party of Saskatchewan

The Buffalo Party of Saskatchewan (www.buffalopartysk.com), which was formerly known as Wexit Saskatchewan, was formed after the 2019 federal election when the Liberal Party was re-elected to a minority government. This led to a creation of a new federal party and the provincial parties in Saskatchewan, Alberta, and B.C., under the name of Wexit.

As of September 12, 2020, there are no candidates running in the 2020 provincial election from the Buffalo Party of Saskatchewan. Their leader is Wade Sira.

New Democratic Party, Sask. Section

The New Democratic Party, Sask.

Section (www.saskndp.ca) is the official opposition and is led by Ryan Meili (Saskatoon Meewasin). Their party is based on providing a fresh vision of a fairer, greener, more prosperous Saskatchewan.

As of September 12, 2020, there are 40 candidates running in the provincial election.

Saskatchewan Progressive Conservative Party

The Saskatchewan Progressive Conservative Party (www.pcsask.ca) is led by Ken Grey (Regina Walsh Acres) and they have 15 candidates running, as of September 12, 2020.

The party is committed to speaking on behalf of the residents of Saskatchewan, especially on key topics such as providing fiscally conservative alternatives, stopping the accumulation of debt, restoring funding to key

core services, and making the Saskatchewan economy a priority.

Saskatchewan Green Party

The Saskatchewan Green Party (www.saskgreen.ca) is based on several principles that are aligned with the principals of the Global Greens. These principles include ecological wisdom; social justice; participatory democracy; nonviolence; sustainability; respect for diversity; community-based economics; cooperation and mutual aid; and decentralization.

The leader of the Saskatchewan Green Party is Naomi Hunter (Regina Elphinstone-Centre) and they have 15 candidates running as of September 12, 2020.

Saskatchewan Liberal Association

The Saskatchewan Liberal Association (www.saskliberals.ca) is based on



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three principles: personal liberty; free enterprise; and responsible government.

The leader of the party is Naveed Anwar and there are currently no candidates running as of September 12, 2020.

Saskatchewan Party

The Saskatchewan Party is the current governing party in the province.

The Saskatchewan Party (www.saskparty.com) was created on August 8, 1997 by former Progressive Conservative leader Bill Boyd and former Liberal Opposition leader Ken Krawetz. Some of the party's guiding principles include: economic growth through the private sector, balanced budgets, high-quality health care, democratic reform and less intrusive government.

The leader of the Saskatchewan Party is current premier, Scott Moe (Rostherm-Shellbrook) and they have 58 candidates running, as of September 12, 2020.

Independent

As of September 12, 2020, there are currently three independents running: Rolf Hartloff (Regina Elphinstone-Centre), Nestor Mryglod (Regina

Wascana Plains), and Trevor Wowk (Regina Lakeview).

For more information on safety protocols, how to vote, where to vote, who is running, and more, please visit www.elections.sk.ca.



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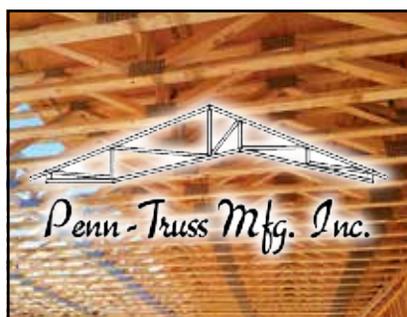
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MUNICIPAL ELECTIONS SNAPSHOT

Voting polls open on Monday, November 9, 2020 for the municipal elections, where residents will determine who will be their next mayors, city councillors, and school board officials. Here's how you can learn more about how you can be involved in your local election.

When to Vote: Monday, November 9, 2020, 9:00 a.m. to 8:00 p.m.

Where to Find Voting Information:

Rural Municipalities	Contact your municipality to locate your polling station: saskatchewan.ca/government/municipal-administration/municipal-directory
Prince Albert	citypa.ca/en/city-hall/pavotes.aspx
Saskatoon	saskatoon.ca/election-2020/information-voters
Regina	regina.ca/elections/
Moose Jaw	discovermoosejaw.com

Your municipality may provide opportunities to vote by mail. Contact your municipal office to learn if this option is available.

How to Vote Safely: Each municipality will have its own rules for voting, for more information, visit saskatchewan.ca/government/municipal-administration/elections.

Who's running

At the time of writing, the following mayoral candidates in Prince Albert, Saskatoon, Regina, and Moose Jaw were announced.

Prince Albert: Greg Dionne (incumbent), Darryl Hickie, and Dennis Nowoselsky.

Saskatoon: Charlie Clark (incumbent), Don Atchison, Rob Norris, Zubair Sheikh, Cary Tarasoff, and Mark Zielke.

Regina: Michael Fougere (incumbent), Tony Fiacco, Jerry Flegel, Jim Elliott, George Wooldridge, Mitchell Howse, Darren Bradley, and Sandra Masters.

Moose Jaw: Fraser Tolmie (incumbent), Deb Higgins, Robert Thomas, Dennis Brigham, and Corey LaBuick.



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SASKATCHEWAN ELECTION: THE SASK PARTY PERSPECTIVE

By the Hon. Scott Moe, Premier of Saskatchewan,
Leader of the Saskatchewan Party



The global COVID pandemic presented a challenge to our province like nothing we had faced before. The people of Saskatchewan worked together, made incredible sacrifices and showed the true Saskatchewan spirit in our fight against the pandemic. For that, our government would like to express our deepest gratitude to the people of Saskatchewan.

Our government has made a commitment to grow the economy and will continue to invest to stimulate the provincial economy and create jobs to assist Saskatchewan people through the pandemic.

Building a Strong Saskatchewan

In May, we announced a \$7.5 billion, two-year capital plan to lead Saskatchewan through the economic recovery. This plan will invest an additional \$2 billion above the existing \$5.5 billion capital plan to build schools, hospitals, highways, and municipal infrastructure throughout our province.

A key component of this plan is the \$150 million Municipal Economic Enhancement Program to provide funding for shovel-ready local initiatives. Over 700 projects have been announced and \$127 million

in funding has been invested in critical public infrastructure. Since 2008, our government has invested approximately \$2 billion to support municipal infrastructure projects.

Education

Since forming government, more than \$1.5 billion has been invested to build 57 new or replacement schools and 28 major school renovations. Since 2007, funding for education has increased by 37 per cent while student enrollment has increased by 15 per cent. There are over 1,300 additional teachers and 99 more educational assistants working in our province.

We also allocated \$130 million from the capital plan for education infrastructure, including four additional new schools and two major renovation projects. This is in addition to the seven new schools and three renovations announced in the 2020-21 Budget.

Health Care

A record investment of \$5.8 billion in health care was announced in 2020-21 with the largest investment into mental health and addictions services of \$435 million. Annual funding for health care has increased by \$2.3 billion since 2007.

We have invested more than \$1.7 billion into health care infrastructure

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since forming government, including construction of four new hospitals and announced the development of three more. There are nearly 900 more doctors and 3,800 more nurses working in our province.

Highways

Our government has invested over \$9.8 billion into highways since 2007 to improve over 18,500 kilometres of roads. We have completed several significant projects including the:

- Regina Bypass;
- Gordie Howe Bridge; and
- Martensville and Warman overpasses.

The \$2 billion booster-shot to our economy includes an additional \$300 million for highway projects, road rehabilitation, and community airport investments. Our government also committed \$65 million to the Enhanced Intersection Safety Program to increase safety on our highways.

Balancing Budgets

The Saskatchewan Party has a plan to balance the budget by 2024 and that plan is on track. This will be achieved through a strong economic recovery, without tax increases or reductions in programs and services. The 2020-21 Budget invests in the priorities of the Saskatchewan people including health

care, education, and the economy to build a strong Saskatchewan.

Moody's affirmed our province's AAA credit rating and Standard & Poor's affirmed our AA credit rating citing our government's strong fiscal management and confirmed our position for recovery and growth.

Jobs and the Economy

Between 2007 and 2019, 75,500 jobs were added to the economy, the third best job creation rate in Canada. Since the economic downturn caused by the global pandemic, Saskatchewan proved to be one of the most resilient in the country. In July 2020, employment was at 94.9 per cent of its pre-COVID level – the second highest in Canada.

Saskatchewan's economy has continued to show promising signs, including the highest wholesale trade growth and third-highest increase in retail sales in the country. In the first seven months of 2020, Saskatchewan's urban housing starts increased by 81.8 per cent - the highest increase in Canada.

We also announced a PST rebate for new residential home construction to assist the construction industry, homebuilders, and associated trades to create jobs and help Saskatchewan families afford a newly built home.

Our Record

We are proud of our record of investment in the services that Saskatchewan people expect and deserve, including the construction of:

- 57 new or replacement schools;
- 28 major school renovations;
- Four new hospitals and three additional hospitals currently under development;
- 14 new long-term care facilities with a 15th currently under construction; and
- 18,500 improved kilometres of highway.

This is in sharp contrast to the NDP, who closed 176 schools and 52 hospitals, and drove thousands of young people and jobs out of our province.

As our province continues the fight against the COVID pandemic and the road to economic recovery, our government will continue to work to build a strong Saskatchewan for all people and families of this province. Our government has been honoured to serve the people of Saskatchewan and we will continue to strive to earn your support on election day. 📊



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SASKATCHEWAN ELECTION: THE NDP PERSPECTIVE

By Ryan Meili, Leader of the
Saskatchewan New Democrats



Saskatchewan businesses and families have been through a lot in the last few months. We've shown what Saskatchewan people are made of – fighting the COVID crisis together. We've done what has been asked of us. But even before COVID-19, life here was getting harder – people were already stretched and struggling before the crisis hit. Too many people have been living paycheque to paycheque. If the last six months have taught us nothing else, it has taught us that the status quo just isn't good enough. We need a government that puts people first.

And putting people first means a Saskatchewan First approach to our economy. That means putting Saskatchewan companies at the front of the queue for work being done on the government dime. It's a bold move that can make a real difference in people's lives.

Unfortunately, that's not the Sask. Party's approach. We know what they do when times get tough. They go back to their playbook of cuts, privatization, and tax hikes for ordinary families. We saw this in 2017 with the cuts to health and education, the PST expansion and the sell-off of STC.

That approach won't cut it. Not in 2020 - or for the future. To bring

Saskatchewan back to health, we need to invest in people, strengthen local businesses, and create opportunities for new industries. Together, we can build an economy that works for people and keeps people working.

Economically, Saskatchewan is incredibly blessed with abundant natural resources. We have everything we need for a healthy economy that can weather tough times and take full advantage of good times.

But that only happens if we put Saskatchewan workers - and Saskatchewan companies - first.

It just makes sense: When we build our roads, our hospitals, our schools, and our power plants with our public dollars, it should be our companies and our workers doing the work.

Saskatchewan is home to hundreds of construction companies capable of taking on everything from a basement renovation to a major infrastructure project. Local companies like these care about more than the contract – they know the final product is something they and their families will use for generations, and they take pride in the quality of the work.

But under the Sask. Party, every single one of the 10 biggest infrastructure projects in the last decade went to

companies with head offices outside of Saskatchewan. And just this spring, we learned that the Moose Jaw power plant contract will go to an out-of-country company.

What does it say to Saskatchewan companies when they are consistently passed over for the best contracts available in our province? What does it say to Saskatchewan tradespeople to sit unemployed while their peers are shipped in from out-of-province to build projects just down the road?

Unfortunately, the Sask. Party has even allowed this problem to fester in our Crown corporations. Saskatchewan families are proud of our Crown corporations as strong pillars of a healthy, diversified economy. They provide real value to individuals and families, but also to businesses. An NDP government would not just protect our Crowns, but strengthen them and make them better - and better for Saskatchewan businesses.

A Sask-First procurement model would ensure that we choose the company that delivers the most value for our province and creates the most local economic activity.

And moreover, we would remove the real impediments to growth that have hurt our construction sector. The Sask.

Party put the PST on construction labour, hurting industry and driving up costs wildly. We'd reverse that damaging decision and eliminate the PST on construction labour.

The fact is that Scott Moe and the Sask. Party are stuck in neutral. They squandered the boom times and we're paying the price, with jobs leaving the province and unfair taxes like the PST on construction labour.

I'm offering a better vision. I have been grateful as leader of the Saskatchewan NDP to talk to Saskatchewan people from all walks of life. And we all agree that it's time to start fixing the problems that face this province instead of ignoring them.

We need a premier who fixes problems instead of ignoring them. But to do that, you need to acknowledge there is a problem. You can't just accept the status quo, shrug your shoulders, and move on.

I think it's time for a Saskatchewan First Plan to build a better economy. That makes smart decisions to create good jobs that support strong health care, safe schools, and healthy communities.

There's a lot at stake in October. With your help, we can build a Sask. First economy that puts people first. 🏗️

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CHECK-UP WITH DR. NEUDORF

Dr. Neudorf gives *We Build* a COVID-19 update three months after the initial panel discussion

By Samantha Sommerfield



Last time *We Build* spoke with Dr. Cory (Cordell) Neudorf, Canadians were nearing their third month of the COVID-19 pandemic. Phrases like “social distancing”, “unprecedented times”, and “flattening the curve” became virtual water-cooler discussion topics. Society may have thought they had heard everything there was to know about COVID-19 then, however, as a professor of community health & epidemiology at the University of Saskatchewan’s College of Medicine, Dr. Neudorf knows firsthand that as studies on the virus continue, the science evolves – and with that brings new information to take into consideration.

We caught up with Dr. Neudorf to see where Canada and Saskatchewan are now, seven months in.

“We are learning more about how easily [COVID] spreads in indoor environments through small droplets and particles,” says Dr. Neudorf. “We have always known that COVID spreads by droplets, but it seems like some of those droplets can be suspended in the air longer than we thought and can be transmitted further than we thought. So, mask-wearing has received more media time as a potential preventative measure since the last time we spoke.”

He also says that seroprevalence studies have been released, and those

studies have shown figures that confirm some of his thoughts on the virus.

“The studies have released data that say how many Canadians are likely to have already come into contact and tested positive for COVID,” Dr. Neudorf explains. “Many of us felt it was likely at the one per cent range or so, and that has been confirmed. The average in Canada is less than one per cent. So, what that tells us is that most of us are still at risk, and for those one per cent that have tested positive we are not sure how long that the immunity lasts.”

Now, with Saskatchewan and the other provinces entering their varying phases of re-opening, it creates an unintended ease of mind that safety measures don’t need to be taken seriously. However, the fact that the majority of society is still at risk to contract the virus coupled with that unintended perception poses an inadvertent risk of case numbers rising again.

“Most places have started reopening and now there is a perception that we don’t have to take the safety measures so seriously. When the reality is, the only reason we were able to reopen is if individuals take it seriously as they start reengaging with business, work, schools, etc.,” says Dr. Neudorf. “If they don’t continue to observe safety

measures, then we may have to shut things down again.”

Across Canada, there have been noticeable increases in cases through the summer months, but Dr. Neudorf believes this is not the second wave that is being predicted.

“[The second wave] is inevitable if you don’t put control measures in place. If they are in place you will continue to see these small waves until we get a good vaccine in the country,” he explains.

Dr. Neudorf notes that so far Saskatchewan can learn from their waves and contain those spikes fairly quickly.

“I think what is happening because the virus is still fairly new, is we moved through the initial phase where all cases were related to travel. Now, each province has shown different at-risk exposures that can lead to outbreaks and how to manage them,” says Dr. Neudorf. “The lesson is that the situations that are unique right now to certain provinces could be seen in others down the line – it just has not happened yet. So, we need to learn from one and other. We are all rooting for each other.”

He mentions that it will be very important to invest in the systems that respond to the crisis, for example, public health and hospitals, so we

COVID-19

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don't overwhelm those systems like when the pandemic first hit Canada. He suggests putting the investment into contact tracing, the capacity for administering vaccines, and into preparation for a second wave.

"That needs to be done through leadership through the federal level and then followed through by each provincial government," he adds.

In terms of what Saskatchewan and Canadians can expect next, Dr. Neudorf explains that even though the misinformation is fairly similar to when we last spoke, there seems to be more effort in reputable websites to counteract that.

"Over time [there will be] more efforts to get people pointed to reputable evidence-based sites so that they don't look at [COVID-19] in an ideological stance because science is not ideological," he says, mentioning that Saskatchewan as a whole will be relooking at their policies and adapting where need be as new evidence comes forward.

"I don't think people should be concerned with announcements from federal and provincial governments saying something different than they did the week before, because that shows they are listening to what the science says and learning," he concludes. 📖

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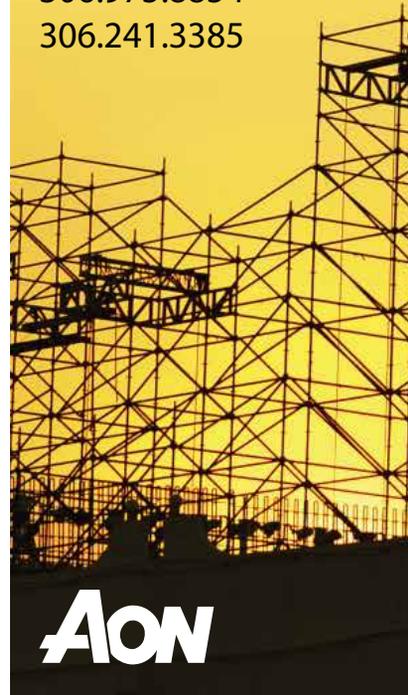
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always benefits the community. We engage local subcontractors to ensure projects stimulate the Saskatchewan economy. We partner with Indigenous communities to deliver public and private facilities, while also transferring skills and knowledge to help grow their businesses. We give back to local charities so our success feeds the communities in which we live and work. Everything we do aims to move Saskatchewan forward.

Our commitment to ensuring a bright future for Saskatchewan remains strong. We are Saskatchewan born and bred, and will continue to create lasting value for the province and its residents. 🏗️

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By Rick Monsees, CPA, CGA

With today's current business climate and the daily changes caused by COVID-19, the ability to anticipate and adapt to change is more important than ever. Real estate and construction companies are facing urgency to transform how they work and engage with tenants, vendors, and staff. This includes the need for effective financial management

practices in a now completely digital world.

How can you evaluate your position and take informed steps forward? Below are some considerations to ask as a management team.

- What is our current cash position?
- What are our direct and indirect construction project costs?
- What construction project costs can you reduce or postpone?
- Can you reduce costs if you have less than six months of runway focusing on sustainability in lieu of growth?
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- Identify the backbone of your financial management operating system - the foundation for building an agile business ready for disruption. An example being the current and forecasted state of your financial statements - balance sheet, income statements, and cashflows.
- Build adaptability and transferability to finance as a partner to the business - similar to the financial crisis of 2008, many departments look to finance for direction.
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of truth lets you know where your finances stand, wherever you are.

Looking at your spreadsheets and forecasts can help you get an understanding of your current reality. But if you want to understand your options and see how decisions will impact your organization down the line, digital finance strategies can help.

For more information, contact:

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President & CEO
DAVID LANGSTAFF

Managing Editor
SHAYNA WIWIERSKI
shayna@delcommunications.com

Advertising Sales Manager
DAYNA OULION
dayna@delcommunications.com

Advertising Sales Representatives

BRIAN GEROW
MIC PATERSON

Production services provided by
S.G. Bennett Marketing Services

Creative Director / Design
KATHY CABLE

Contributing Writers
MARK COOPER
RYAN MEILI
SCOTT MOE
SAMANTHA SOMMERFIELD
BROOK THALGOTT



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