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LOOKING FORWARD, LOOKING BACK

SASKATCHEWAN'S COMPETITIVE ADVANTAGE

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Publications mail agreement #40934510
Return undeliverable
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PRINTED IN CANADA 12/2019



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PRESIDENT'S MESSAGE

**Mark Cooper, President & CEO,
Saskatchewan Construction Association**



As 2019 draws to a close, and 2020 looms large, I am reminded of the importance of reflection and planning. For the past 20 years or so (has it really been that long...man, I'm getting old!), I've had an annual practice of taking time away at this time of year in some form of personal retreat. During that retreat, I review the year that was. Doing this allows me to celebrate some things, let other things go, and reflect on how the year has gone. The retreat also provides an opportunity to recalibrate, and I determine how my personal goals and priorities need to evolve for the coming year.

In general, I believe this practice has served me well. Some years, I am more deliberate about it than others. Over time, I've gotten better at setting more realistic goals, and being kind to myself when reviewing the previous year. It's a practice that always evolves, which it should.

When we launched *We Build* magazine six years ago, we did it with the same spirit of continuous improvement, reflection, and priority-setting. The last issue of each year is known as our "Looking Forward, Looking Back" issue for that reason. It's a time for celebration and recalibration.

This year, this issue also represents the beginning of a new era for *We Build*. We welcome a brand-new editor for this publication: Brook Thalgot. Brook comes to the *We Build* editorial role with a wealth of private-sector marketing, writing, and publication experience. In her short time with us, she has already brought a wonderful perspective to our thinking. I look forward to seeing how she continues the evolution of this publication in the issues to come.

We have some wonderful feature articles for you in this issue of *We Build*. Many of them are both reflective and forward looking. There are three projects that are highlighted in this issue—the Regina Bypass, a megaproject that is now on stream; the University of Saskatchewan's new Prince Albert campus, which will be open in 2020; and the University of Regina's College Avenue campus, which will also finalize construction in 2020.

In this issue, we also focus on Saskatchewan's economy and what the future may hold. We have an article from Minister Jeremy Harrison on the 2030 Provincial Growth Plan that was presented by Premier Moe in November. We have an article from Praxis on the state of the construction economy in Saskatchewan today, and a feature on how the construction sector can enable growth in our larger economy. Finally, we have a great editorial feature that talks about Saskatchewan's competitive advantage with thoughts from Economic Development Regina and the Ministry of Trade and Export Development. If you're wondering what is on the horizon for Saskatchewan in 2020, you'll want to check every feature out.

As always, we have a wonderful series of updates from our experts, including some important procurement updates from the cities of Regina and Saskatoon, and the provincial government.

I hope that 2019 has been kind to you, to your company, and to your family and friends. I wish even better things for all of you in 2020. 🏠

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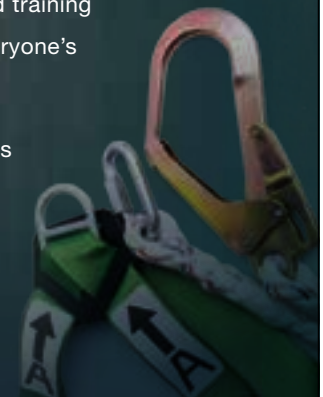
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ADVOCACY UPDATE PROGRESS IN 2019, BREAKTHROUGHS IN 2020

By Mark Cooper



In keeping with the theme of this issue, I thought it would be appropriate to reflect on the advocacy progress that our industry made in 2019 and look to 2020 for what goals we might reasonably expect to achieve. From my perspective, 2019 saw considerable progress on important issues for the construction industry. I expect 2020 to produce further breakthroughs, while also opening up opportunities for great engagement with provincial and municipal leaders during the 2020 election cycles.

For the last four years, the top advocacy priorities for the SCA have been fairly consistent, with an ongoing focus on: prompt payment; public procurement improvement; and support for initiatives targeted at economic growth. In the last two years, our priorities have included opposition to the PST on construction services because of its impact on growth and investment. This year, we saw considerable progress on these fronts.

What happened in 2019?

On the prompt payment front, 2019 was a very successful year. The legislative assembly unanimously passed prompt payment legislation, making Saskatchewan the third province in Canada to do so. The unanimous support of all MLAs is a sign of the importance of the issue. As the signature issue for the SCA, we were pleased to be able to advance the cause significantly in 2019. Our work isn't done, but we are closer today than we ever have been before.

With respect to public procurement improvement, there were several notable steps forward in 2019:

- At the request of industry groups like the SCA, the Government of Saskatchewan launched its Single-window Procurement Service (SPS) in 2019. SPS handles all procurement for all provincial ministries, creating a consistent, streamlined process that hasn't been possible before. While SPS is a work in progress, it was created to respond to industry, and it is set up for success;
- Government procurement officials, including from the cities of Regina and Saskatoon, participating in multiple SCA procurement events throughout the year. We held

a procurement day in Saskatoon, one in Regina, and a procurement workshop in Elk Ridge. These sessions focused on improving dialogue between owners and contractors and focusing on ways to enhance procurement practices; and

- The SCA worked closely with officials from across the provincial government in the scoping of a project to create a standardized prequalification system for construction. 2019 ended with the SCA providing a draft agreement to SaskBuilds with respect to this project. More details can be expected in 2020.

On the growth front – after hearing from many members about problems with the timelines for building permit approvals – the SCA engaged the provincial government on this topic in October. After successful meetings with the government's Red Tape Reduction Committee, we were thrilled to see the province provide clear guidance on this issue to municipalities. In the newly announced 2030 Growth Plan, the province referenced two issues of concern for the building industry:

- The government called on municipalities to ensure that commercial building permit approvals happen within a two-week timeframe; and
- The government committed to creating an appeals mechanism with respect to decisions and interpretations of the building codes.

Action in both areas will be welcomed by the industry and will remove current impediments to growth and investment.

Speaking of the provincial growth plan, this was a very big deal in 2019. The government has unveiled its plan for the next decade of growth in Saskatchewan. Several articles in this issue of *We Build* address the elements within the plan. I want to note that the plan very much reflects the feedback provided by industry groups like the SCA during the government's consultation process. We provided the government with 17 recommendations for action during their consultation. From my count, they acted (directly or

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indirectly) on most of them and released a plan that aligns with all the others.

Finally, on the PST, the SCA has participated with other construction and non-construction industry groups in the development of a study on the impact of the PST changes two years ago. While the study was not yet public at the time of writing this article, what is clear is that the tax changes have not been helpful in terms of either Saskatchewan's competitive position or creating an attractive place for investment. That is why we were very pleased to see the government begin the roll-back of this tax on growth through restoring the exemption for drilling and mining exploration work. Anything that makes investing in Saskatchewan more attractive is a good thing in our books.

So, overall, 2019 was a productive year for the advocacy work of the SCA.

What can we expect in 2020?

In 2020, we will continue our advocacy on prompt payment. We hope that the regulatory framework will be released by the Ministry of Justice in late winter, with the framework being finalized (after consultation and amendment) in late spring.

2020 will be a year for a lot of education and training with respect to prompt payment. Many owner groups are anxious to understand what this legislation will mean for them and how it will impact their regular project experience. The SCA will be doing our part, working through our partners, to make sure that there is education available in the coming months.

We will also be working to secure no exemptions to this legislation. Minister Morgan appears to still prefer to introduce exemptions for both the residential and mining sectors, despite there being no good evidence to suggest that such exemptions are warranted. We will continue our efforts on this file to ensure that the legislation applies to all scopes of construction work.

Given the current trajectory of the legislation, it is reasonable to assume that the law will likely come in to force on January 1, 2021.

On the public procurement front, we'll be launching a brand-new event in 2020. ConEx: The Builders Expo (April 29, 2020 in Saskatoon) will be about networking between trade contractors, general contractors, design consultants, and owners. The event will be an opportunity to hear about upcoming construction projects and to figure out how your company can get involved in these projects. We'll be releasing more information about this event in early 2020.

We also expect to publish a *Contractor's Guide to Best Value Procurement* in 2020. This collection of industry best practices will be used by the SCA to encourage better procurement practices across Saskatchewan's public sector. It will be a useful tool when engaging with municipalities, school boards, and others.

On the growth front, we will be working to align our lobbying efforts with the province's 2030 Growth Plan. We want to make sure that the construction industry is positioned to support the growth of Saskatchewan over the next decade. The big deliverable here will be the creation of a construction industry growth strategy.

Finally, we expect 2020 to be the year of the Saskatchewan election. On October 26, 2020, the provincial election will be held. Two weeks later, on November 9, municipal elections will be held across Saskatchewan. The SCA will take advantage of this time of significant public scrutiny to raise the issues that matter most to the construction industry. Primary topics will include:

- Ensuring a more competitive economic taxation and regulatory environment for attracting private investment to Saskatchewan;
- Continuing to address the impact of the PST on construction services;
- Continuing infrastructure investment that is predictable, long-term, and counter-cyclical; and
- Improving procurement practices in support of the development of Saskatchewan-based companies.

In addition to raising these issues with candidates, political parties, and the media, we will be providing tools that will allow our members, and your employees, to raise these issues too.

Reflecting on the progress that was made in 2019, I am pleased with the results we were able to deliver for our members. I am confident that 2020 will prove to be an even more successful year. I look forward to continuing this advocacy work on behalf of our members. 🏠

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MEMBERSHIP UPDATE: 2020 EVENTS

By Megan Jane, Executive Coordinator, Saskatchewan Construction Association

Mark your calendars! 2020 will feature some exciting new events, as well as a new spin on some of your old favorites...

Saskatchewan Construction Week April 27 – May 1, 2020 | Province Wide



The 4th annual Saskatchewan Construction Week (SCW) was made official by the Government of Saskatchewan earlier this Fall. This week-long celebration recognizes the social and economic benefits that construction has on the quality of life that Saskatchewan residents enjoy.

7 simple steps to get involved:

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2. Display our SCW flag or poster
3. Participate in local promotions
4. Do a "Random Act of Construction" for someone in need
5. Highlight your Construction Hero
6. Implement "Construction Friday" at the Office – Work in an office? Put \$1 in a jar for a local charity, and wear jeans and boots to the office that day!
7. Attend an industry event – Or host your own and submit it to us to share.

For more information and inspiration, visit
www.constructionweek.ca.

ConEx

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ConEx
April 29, 2020 | Prairieland Park, Saskatoon

ConEx will be the first-ever Saskatchewan trade show and conference focused on non-residential construction.

Prairieland Park will be filled with exhibitor booths from all over Saskatchewan, featuring the latest technology and innovative products in the ICI construction world!

ConEx is designed to connect construction-related professionals in a setting that allows for education, relationship-building, and access to innovative products and services.

Our trade show will be strategically set up to allow for traffic to pass through at various times in the day, maximizing booth interaction. We will be offering opportunities for short, informative technical presentations for people who want to take their viewing opportunities to the next level.

Sessions and workshop content will be focused on ensuring a healthy attendance of owners (both maintenance and procurement professionals) and the design community. We are confident that this will draw in the significant general and trade contractors in Saskatchewan, who are responsible for building our province and seek to stay ahead of the curve.

For more information and updates, reach out to Megan Jane at meganj@scaonline.ca or 306-525-0171.



SCA's Annual Summer Meeting June 3-5, 2020 | Elk Ridge Resort, Waskesiu

Join us for our signature networking event!

The Summer Meeting offers relevant education sessions, industry meetings, excellent networking opportunities with the key decision makers in Saskatchewan's construction industry, and premiere golfing in the heart of Saskatchewan's boreal forest.

The 2020 Summer Meeting agenda will be announced in the new year; you can expect to see the return of our annual fishing derby, workshops designed to stimulate engaging conversation between contractors, evening banquets with some great (and not so great) dance moves, and much more!

NEW – watch this space for a one-day registration option in our newly expanded golf tournament.

For more information and updates, reach out to Megan Jane at meganj@scaonline.ca or 306-525-0171.



Saskatchewan Construction Hall of Fame



In 2020, we will be inducting a new person(s) into the Saskatchewan Construction Hall of Fame.

Inductees are deemed by a jury of their peers to have contributed immensely to the advancement of the construction industry in Saskatchewan. Areas for consideration have included (but are not limited to): safety, diversity, employee engagement, collaboration, innovation and education.

The nomination process will be available in the new year. In the meantime, if you have a name of an individual that you would like to put forward, please send it to Megan Jane at meganj@scaonline.ca or 306-525-0171.



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REGINA BYPASS COMPLETED ON TIME AND ON BUDGET

By Saskatchewan Ministry of Highways and Infrastructure

New Highway 11 near Regina.



PHOTOS PROVIDED BY SASKATCHEWAN MINISTRY OF HIGHWAYS AND INFRASTRUCTURE

When the Regina Bypass opened to traffic on October 29, 2019, it marked the completion of the largest transportation infrastructure project in Saskatchewan's history.

"This is a remarkable achievement by an outstanding group of public and private partners, and I am very pleased to say it was completed on time and on budget," Minister of Highways and Infrastructure Greg Ottenbreit said. "This important piece of transportation infrastructure is a key component of the national highway system and will boost our provincial economy through the safe and efficient movement of goods."

The bypass will improve driver safety, reduce congestion in and around the City of Regina and increase efficiency for truckers and

shippers moving goods. It includes 12 overpasses, 40 kilometres of new four-lane highway, 20 kilometres of resurfaced highway, 55 kilometres of new service roads, and twinning of about five kilometres of Highway 6.

The Regina Bypass has been constructed as a Public-Private Partnership, and as a result, it will be maintained in like-new condition for 30 years.

"The movement of goods by commercial vehicles around the City of Regina has been a challenge," Saskatchewan Trucking Association Executive Director Susan Ewart says. "As a result of the bypass and the vision of the provincial government, there will be cost savings and reduced greenhouse gas emissions with reduced idling time in the city."

Speaking at the SARM convention a few weeks after the bypass opened, Minister Ottenbreit told the story of a trucker friend who said the new bypass cut his time getting through Regina by 30 minutes.

It's a story that's repeated more than a thousand times every day. Preliminary traffic counts indicate the bypass is diverting more than 1,200 heavy trucks daily from city streets.

An independent study commissioned by the province estimated the Bypass would bring significant economic and environment benefits including:

- 9,200 Saskatchewan jobs created during construction;
- A boost of more than \$940 million to the provincial GDP;

- About \$2.3 billion in travel delay savings over 30 years;
- A more than 20 per cent reduction in traffic congestion in Regina; and
- A 1.5 per cent reduction in carbon emissions and more than 290-million-litre reduction in fuel consumption due to better traffic flow.

Of the 145 businesses that worked on the bypass, 106 of them—or 73 per cent—were Saskatchewan-based. That included five First Nations and Métis contractors and four local steel contractors.

It's estimated reduced collision rates because of the Bypass will result in \$2 million to \$3 million annual cost savings in property damage, injuries and fatalities.

The savings in terms of human suffering are incalculable.

One of the people who spoke at the opening ceremony for the bypass was Wanda Campbell, who lost her 17-year-old son Lane in a crash on Highway 1 East.

"On August 9, 2013, my life changed forever, and I became an advocate for road safety," said Campbell. "We can honour Lane's memory if no other family has to live through the pain we've suffered."

The project included a number of firsts for Saskatchewan highway infrastructure, including the province's first diverging diamond interchange as well as roundabouts to access Highway 46 and the Town of Balgonie, on Highway 1 east of Regina.

The project was tendered and awarded in the summer of 2015 with construction beginning later that fall. The Government of Saskatchewan has invested more than \$9 billion in transportation infrastructure since 2008. 🏠



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USASK'S NEW PRINCE ALBERT CAMPUS IS OPENING UP THE NORTH



CREDIT: PHOTOS BY DAVE STOBBE

A new campus in Prince Albert is allowing the University of Saskatchewan to bring its all programs in the city under one roof, as well as act as an anchor for its emerging northern strategy.

By Paul Adair, DEL Staff Writer

The University of Saskatchewan (USask) has a long history of serving the north, and a recent project in Prince Albert is helping to re-affirm the university's commitment to Indigenous and northern education.

In March 2018, USask purchased the 60,000-square-foot, former Forestry Centre building located in Prince Albert for \$8 million. The building sits on 2.39 acres of land in the heart of the city and is LEED (Leadership in Energy and Environmental Design) Gold certified. The university made this

move in order to consolidate the various programs currently at other locations throughout the community into a single facility. Once complete, the Prince Albert Campus will house its Colleges of Agriculture and Bioresources, Dentistry, Arts and Science, Education, Nursing, and the Edwards School of Business all together under one roof.

Originally referred to as the Northern Gateway Campus, the newly renovated campus will become a reflection of the idea that Prince Albert is the gateway for

both the north and the south of Saskatchewan, depending on which side of the city you are travelling from. As a vital northern hub, the new campus will also become increasingly important in supporting Indigenous post-secondary education and training. Last year, more than 400 students in the colleges of arts and science, nursing, and medicine attended classes in Prince Albert and, of those students, approximately half were Indigenous.

"The new campus in Prince Albert will enhance our ability

to provide high-quality post-secondary education to Indigenous and northern communities and will serve as an anchor for the university's emerging northern strategy," said USask President Peter Stoicheff in a press release. "Our students, faculty and staff will benefit from an investment that promotes quality educational programs and student support services."

After buying the building, USask developed a renovation plan to help determine what required in the building, including approximately 30,000 square feet of classrooms, offices, lab facilities, and common areas. The university will continue to share about half the building with some of the existing tenants.

One of the more significant features of the new building is sure to be the ceremonial gathering space adjacent to the rotunda on the main floor, which will be used for activities such as smudging and accommodating Elders on campus.

"We conducted a requirements-gathering session with the Elders to truly understand what they were needed with this space, in terms of such things as furniture, storage, and equipment," says Jodie Caron, Principal—Saskatoon Saskatchewan at Colliers Project Leaders. "With that information, we are working as best we can to meet the parameters of a very traditional area for Indigenous ceremonies and gatherings."

Last September, the College of Dentistry at USask received a significant funding boost from dentalcorp, Canada's largest network of dental clinics. This \$1.05 million gift is the largest donation in the college's 51-year history and will be directed to the construction and equipment costs associated with the



Representatives from the Prince Albert Grand Tribal Council, the Saskatchewan Provincial Government and USask were on hand for the groundbreaking of the future campus in Prince Albert



Looking up at the new USask Campus in Prince Albert



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USask President and Vice-chancellor Peter Stochieff and Premier Scott Moe

future seven chair dental clinic at the Prince Albert Campus, which include a dental lab and reception area, as well as dental sterilization. The College of Dentistry will also be providing its services to the elderly. "A focus for the college is inclusive community care and taking dentistry to underserved populations," said Dr. Amrinderbir Singh, Assistant Professor Dental Public Health and Director, Inclusive Community Outreach at the College of Dentistry in September. "The clinic in Prince Albert will play a key role in improving access to oral health care services for priority populations in that community."


USask held its official exterior sign unveiling ceremony for the Prince Albert Campus last September, with construction beginning in early October 2019. The renovation project is anticipated to be complete and ready for classes by September 2020.

"It's exciting to be part of a project that will bring this level of education to those living in the north," says Caron. "Being able to stay close to home is paramount for those in northern communities and having a university campus situated in Prince Albert—where a lot of them are able to commute and remain with their families—is perhaps the biggest value coming out of this project."



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BUILDING ON A LEGACY AT THE UNIVERSITY OF REGINA

University of Regina looks to build upon more than a century of history at the College Avenue Campus Revitalization Project, creating something new while also respecting the past.

By Paul Adair, DEL Staff Writer



College Avenue Campus

In 2011, the University of Regina first announced its College Avenue Campus (CAC) Revitalization Project, which became the university's priority capital and fundraising project consisting of two phases deemed necessary because of the deteriorating condition of two of its most significant buildings: the College Building and Darke Hall.

The original building constructed at the College Avenue—then Regina College—site was the College Building, constructed between 1912 and 1916.

This historic structure is home to the University's Centre for Continuing Education, including the Lifelong Learning Centre and the Conservatory of Performing Arts. It's also home to the Johnson Shoyama Graduate School of Public Policy, one of Canada's leading policy schools and its Centre for the Study of Science Innovation and Policy.

The renewal of the College Building incorporated the design of an entirely new structure on the west of the building that replaced the

space lost from the demolition of the unsalvageable Conservatory and Gallery Buildings. A new structure was also included on the east of the College Building to help improve safety, access, and service to the College Avenue Campus by adding fire exit stairs and washrooms, as well as providing a space for mechanical and electrical utilities.

All this was accomplished while still preserving the existing heritage architecture of the College Building



itself and adhering to the *Standards and Guidelines for the Conservation of Historic Places in Canada*. The design team embraced the challenge of Standard 11: “to provide contemporary additions that are compatible, distinguishable, and subordinate to their predecessor.” The new campus additions are intimately connected to the heritage building, and every design move was construed as a modern reinterpretation of its heritage counterpart. But beyond integration with the existing architecture, the campus renewal has also reconfigured circulation to create a more logical, interconnected, public, and accessible campus.

Because of the reverence paid to the honouring of its historical significance, last November the College Avenue Campus (College Building) was recognized by Heritage Saskatchewan's Lieutenant Governor's Heritage Excellence Award for Physical Heritage Conservation.

“The beautiful, historic College Building is a legacy that was left for us by forward-thinking members of our community more than a century ago,” says Dave Button, Vice-President (Administration), University of Regina. “Revitalizing it over the past few years to make it a modern, accessible place of learning in the heart of Regina was a community endeavour, and we owe a great debt of thanks to the many dedicated individuals and organizations who provided the necessary support.”



Construction at the College
Avenue Campus

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One of the most significant “green” aspects of this project is that it preserved and repaired an existing building, thereby diverting material from the landfill and avoiding the use of new resources. The project also re-purposed more than 16,000 bricks and donated hundreds of building material items to the Heritage Regina salvage sale for re-use within the community.

Phase Two of the College Avenue Campus Renewal Project will continue with the full restoration of Darke Hall, Regina’s iconic concert venue, and the completion of the historic lecture hall in the College Building, to be completed in 2020.

Built in 1929, Darke Hall has long served as the premier concert hall within the city of Regina, standing both as a temple to the arts and a centre for cultural activity, and celebrated for its amazing acoustics and enchanting interior.

In September, the University of Regina—in partnership with P3Architecture Partnership—revealed its \$12.5 million vision for the 2021 reopening of the 450-seat Darke Hall. The architectural drawings on hand showcased an elegant, new look for Darke Hall, and one that strives to preserve many of the important elements of its rich heritage and vibrant history.

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"Developing the new look for Darke Hall has been a labour of love for me and for everyone else who has been involved in the design process," says James Youck, Architect and Principal at P3A (P3Architecture Partnership) in a press release. "Our priority was always to ensure that the history and heritage of this building was preserved as we tried to create a warm and welcoming space for the entire community to experience performance art in all its forms."

Both phases of the CAC Revitalization Project required an immense amount of collaboration among the various stakeholders and a clear understanding of what was possible to save and restore. How to best to incorporate modern amenities and features into these buildings while still maintaining their original character was critical to ensuring the work went—and continues to go—smoothly, within budget, and on time.

"These projects touch the heart of our community," says Button. "They have been a part of peoples' lives for over a century, and people feel connected to them. I am honoured to be part of this new chapter, and that I have been able to be a part of something that will last for generations to come." 🏠



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SASKATCHEWAN GROWTH PLAN: A SUMMARY

By the Hon. Jeremy Harrison, Minister of Trade and Export Development

Economies are, by their nature, complex systems of constant integration, exchange, and activity. Our economy in Saskatchewan is no exception. In order to keep it growing in a sustainable way, we must have a clear and sensible plan—but growth itself is not the only goal.

One of the many goals the Government of Saskatchewan has always maintained is using growth to support the kinds of investment and opportunities that will continue to improve the quality of life for families, businesses, and entire communities across the entire province.

On November 14, 2019, the Government of Saskatchewan introduced a new strategy for a more robust, adaptable, and innovative provincial economy that can build on growth over the coming decade and the challenges it may bring.

Saskatchewan's Growth Plan: the Next Decade of Growth 2020-2030 includes 30 goals to achieve by 2030. These encompass key targets such as achieving a population of 1.4 million people, creating 100,000 new jobs, increasing our provincial exports by 50 per cent, and expanding agriculture value-added revenue to \$10 billion.

The Growth Plan also clearly affirms the government's commitment to improving infrastructure by investing \$30 billion in it over the next decade. This is a particularly vital component of the plan, given how infrastructure is the framework that supports a diverse, export-based economy like that of Saskatchewan. Specifically, we will expand transportation infrastructure, invest in cellular and broadband infrastructure, and build Saskatchewan's export infrastructure.

There have already been significant long-term investments in building, upgrading, and repairing



FNPA and its Board of Directors would like to welcome Mr. Guy Lonechild to the position of Chief Executive Officer.

Mr. Lonechild brings a wealth of experience, leadership capacity and network which will greatly benefit our General and Industry Members seeking renewable energy projects.

The Renewable Energy sector will redefine Canada's energy landscape - representing a significant economic opportunity to Canada's Indigenous people. New green infrastructure will drive new businesses, investments, jobs and training for all Canadians and hold the potential to redefine the economic landscape for many Indigenous communities. These communities will be impacted by renewable energy developments throughout their Reserve, Treaty and traditional territories; proactive engagement is essential to supporting necessary approvals and maximizing economic outcomes—forging our pathway to powerful opportunities.

In the spirit of partnership with FNPA, discover the possibilities and become a Member today! Please contact our Membership Manager to discuss your project needs

FNPA Team:

Guy Lonechild - Chief Executive Officer

Rebecca Agecutay - Membership Manager

Jenna Gall - Community Energy Project Manager

Darren Huculak - Business Manager, Alberta

Christina Swan - Finance & Operations Coordinator

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Saskatchewan's roads, highways, and transportation infrastructure. Since 2007, \$5.5 billion has been invested in Saskatchewan's highway network. This has meant improvements to more than 14,000 kilometres of provincial highways, incorporating over 3,600 kilometres of repaving. Approximately 1,500 culverts and 280 bridges have been replaced, and almost \$570 million has been invested in northern highways.

The Growth Plan proposes to also undertake a five-year, \$65 million investment to enhance safety at intersections province wide. Improvement projects include new turning lanes, lighting, clearing of sight lines, and installation of rumble strips. We will expand the number of passing lanes on Saskatchewan highways, build and upgrade 10,000 kilometres of highways, with a focus on upgrading over 2,000 kilometres of thin membrane surface roads across Saskatchewan, and rebuild an additional 200 bridges and replace 2,000 culverts.


The Government of Saskatchewan also recognizes the infrastructure challenges being faced by municipalities. Through the *Investing in Canada Plan*, approximately \$2 billion will be devoted to community infrastructure through funding from the Government of Saskatchewan, the Government of Canada, municipalities and private partners. There is also a significant component regarding affordable housing—the new 10-year national housing agreement between Saskatchewan and the Government of Canada, which will invest almost \$450 million to protect, renew and expand social and community housing, and support Saskatchewan's priorities related to housing repair, construction, and affordability.


Telling Saskatchewan's story to the world, and encouraging investment in our province, is a big part of our job as



government. This goes hand-in-hand with our responsibility to provide guidance and direction in terms of moving our economy forward in a competitive and sustainable manner. Our province is gifted with abundant natural resources, innovative industries, and hard-working people that will enable us to grow and keep growing, not just to 2030 but beyond. Through this plan, we will build a stronger Saskatchewan—one that is

home to a strong economy, strong communities, and strong families.

When it comes to opportunities for development and investment, there's no place like Saskatchewan. We look forward to continuing to contribute to our collaborative relationship with the dynamic and innovative people behind the businesses that form the backbone of our economy as we carry on the work of building Saskatchewan together. 🏗️


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THE CONSTRUCTION SECTOR: A CLOSER LOOK

By Stephen Johnson, Senior Economist, Praxis Consulting

A Look Back

Gross Domestic Product (GDP) refers to the total value of goods and services produced and is used as the primary measurement used to evaluate the health of an economy. An increase in GDP in constant dollars is viewed as a sign that an economy is growing. Since 2007, the construction industry accounted for between 6.1 per cent and 9.2 per cent of total provincial gross domestic product and between 6.4 per cent and 10.9 per cent of total provincial employment. By way of comparison, agriculture, forestry, fishing and hunting accounted for 8.4 per cent of gross domestic product in 2017 and 6.5 per cent of total employment in 2018. Manufacturing accounted for 6.6 per cent provincial gross domestic product in 2017 and 4.9 per cent of total 2018 provincial employment.

Construction industry activity, measured in terms of residential and non-residential gross capital formation,

accounted for between 12.4 per cent and 21.3 per cent of the total provincial economy since 2007.

Data from the provincial input output tables indicates that the direct, indirect and induced impact of the construction industry is \$13,735.8M (18.9 per cent of the provincial economy) and 122,993 jobs (20.8 per cent of provincial employment). Roughly, one in every 4.8 jobs in the province depends directly or indirectly on the construction industry.

The Current State

The Economy

The Saskatchewan economy continues to send mixed signals regarding an impending recovery into the first three quarters of 2019 with few signs of the consumer returning to the marketplace. Despite a robust labour market with average year-to-date employment

Year	Construction GDP*	% of Total GDP*	Fixed Capital Formation- Residential and Non-Residential Structures (\$M)	Fixed Capital Formation- Residential and Non-Residential Structures Construction % of GDP	Construction Employment	% of Total Employment
2007	3,995	6.1%	6,572	12.5%	33,135	6.4%
2008	4,815	6.9%	8,403	12.4%	41,245	7.7%
2009	5,263	8.0%	9,414	15.7%	42,500	7.9%
2010	5,707	8.3%	11,438	18.0%	47,460	8.6%
2011	5,858	8.1%	12,832	17.2%	50,800	9.2%
2012	6,562	8.9%	14,693	18.8%	56,920	10.0%
2013	7,050	9.0%	15,963	19.2%	61,885	10.5%
2014	7,410	9.2%	17,634	21.3%	64,200	10.9%
2015	6,631	8.3%	13,793	17.3%	64,490	10.9%
2016	6,100	7.7%	12,212	16.1%	57,595	9.8%
2017	5,968	7.4%	12,136	15.3%	55,335	9.4%
2018	NA	NA	NA	NA	53,410	9.0%

Sources: Statistics Canada Table 383-0033 and Saskatchewan Bureau of Statistics Economic Accounts

*\$M chained (real) 2012 dollars

advancing and the unemployment rate and the number of unemployed in decline, year-to-date retail sales are down -0.6 per cent and new motor vehicle sales dropped by 1.7 per cent. Residential construction activity remains in decline with both building permits and housing starts dropping. However, commercial building permits are in recovery and single detached housing starts posted a strong October. Meanwhile, wholesale trade and restaurant receipts are advancing while international exports and manufacturing sales are down.

Current Construction Indicators

- Construction employment declined throughout 2018—with weak housing and residential building permit activity—into the first 10 months of 2019. Year-to-date October construction employment was down by 2,110 positions or 4.3 per cent from the same period in 2018.
- In October 2019, total year-to-date housing starts are down by 997 units or 37.3 per cent. Year-to-date declines were noted in all subcategories: singles (-256 units or -25 per cent), semi-detached (-20 units or -14.4 per cent), row (-73 units or -25.8 per cent), and apartment and other types (-648 units or -52.7 per cent).
- September 2019 year-to-date building permits, a leading indicator of construction activity, are down 7.9 per cent over the same period in 2018. Sub-sectors that posted increases were limited to commercial (16.7 per cent). During the same time period, residential (-18.1 per cent), industrial (-17.1 per cent), and institutional and governmental (-28.1 per cent) posted declines.

Looking Forward – Conference Board of Canada Provincial Forecast Autumn 2019

In the latest Conference Board of Canada economic forecast for the province, the outlook for the construction industry is bleak. After expanding by 9.4 per cent in 2018, business

Roughly, one in every 4.8 jobs in the province depends directly or indirectly on the construction industry.

non-residential capital spending on structures is forecast to drop by identical 9.4 per cent in 2019. 2019 public sector investment is also expected to decline by eight per cent after decreasing by 11.6 per cent in 2018 with the completion of two major construction projects: the Regina Bypass and the Chinook Power Station. Non-residential investment is expected to decline by 5.2 per cent annually through to 2023 while government investment is expected to shrink by 0.9 per cent per year.

Energy sector investment prospects are also soft. The combination of oversupply of Canadian heavy crude oil and lack of pipeline capacity requires producers to sell their crude at a significant discount from the WTI price limiting drilling and other investment.

Potash investment prospects are mixed. Although BHP Billiton has already spent \$3.9 billion USD on the Jansen project, it is still unclear if it will proceed. However, on a positive note, Mosaic's expansion of its K3 mine in Esterhazy continues.

Provincial housing markets remain weak, softening residential construction prospects. In both Regina and Saskatoon, resale markets are buyers' markets resulting in high inventories of unsold new homes. Despite low mortgage rates, neither market is forecasted to rebound soon. The Conference Board expects provincial housing starts to fall to around 2,700 units in 2019 and recover only slightly to near 3,000 units in 2020. Both figures are modest by historical standards. ■



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WE BUILD – WINTER 2019 – LOOKING FORWARD, LOOKING BACK 29

ENABLING GROWTH IN THE CONSTRUCTION SECTOR

An Interview with Mark Cooper, President, Saskatchewan Construction Association

By Brook Thalgott

The Saskatchewan construction sector has had a few tough years. As 2020 approaches, we're turning our attention to how growth can be made possible, even in the face of continuing "tough" economic times.

"The construction sector is a service industry that relies on the success of other industries for its own success," says Mark Cooper. "The lack of investment in other sectors—agriculture, energy, mining, and manufacturing—has meant less work in construction over the past five years." As well, the Saskatchewan economy has been challenged by low commodity prices, issues with getting goods to market, and lower investor and consumer confidence overall. These combined factors are not helping the economy grow, and in turn, negatively affecting growth in construction. However, Cooper says that all hope is not lost. In fact, there are opportunities to help the provincial economy and the construction sector grow.

Selling Saskatchewan

Saskatchewan was long an afterthought, even with our central location, extensive natural resources, low cost of doing business, and skilled labour force. The recent boom years shown the country that Saskatchewan has much to offer, but has also increased costs for business (especially in utility and labour costs, increased project approval times, and the addition of PST on construction services). However,

overall, the province is still a good place to invest—and could be better.

"To enable more growth, we need to check out our nearby competitors—Alberta, Manitoba, North Dakota, and Montana among others—and ensure we're offering the best regulatory and taxation environment," says Cooper. "Making us stand out above the others will do a lot for our sector, and for the entire economy."

Also, Cooper (like many others) notes that Saskatchewan has not been great at selling itself as a place to do business.

"While we can't control commodity prices or force infrastructure investment, we can ensure Saskatchewan remains a place that is attractive to investors," says Cooper. "Saskatchewan is a good place to do business, and we can make it even better. And, we can do better to promote our province across Canada and around the world." The release of *Saskatchewan's Growth Plan: The Next Decade of Growth 2020-2030*, shows promise in attracting investment. The provincial government has a vision for the next decade, and now we need to work together to execute the plan. "The province has a lot to offer. We need to get better at telling people about it," says Cooper.

Improving Productivity

Besides telling our story to outside investors, the construction sector can also enable growth by looking within. Over the past few years, the sector

has seen a decline in productivity and efficiency, which is unusual.

"The sector has a complex supply chain which is an issue for productivity, for sure," says Cooper. "However, we need to learn from projects and apply what's been learned going forward. As an industry, we need to consistently deliver on time and on budget." So, how do we make this happen? Cooper says collaboration within the industry can help. Construction companies often face the same systemic issues. Instead of dealing with them in silos, working together can mitigate risk when trying to find solutions. "Sharing data, information and lessons learned can benefit everyone," says Cooper.

Cooper sees improving productivity can be achieved with three steps. First, effective scoping and defining the challenge you're dealing with. "You can't fix something if you don't know exactly what the problem is," he says. Next, check in with your peers. The Saskatchewan construction sector is collegial and friendly, so take advantage of that. "Likely, what you're dealing with, so are others in the sector. Reach out and ask what's happening and share ideas," says Cooper. Finally, associations and local educational institutions can help. "Engaging with organizations like ours, and the Saskatchewan Polytechnic Office of Applied Research can help you test and find solutions," he says. "The Sask Polytech office is often underutilized by our sector and they

are a tremendous resource for ideas and research dollars.”

Cultivating Talent

The construction sector can also find growth in the people that work within it. While the sector’s workforce can be transient due to the cyclical nature of the work, there’s much that can be done to find efficiencies. Saskatchewan’s Indigenous community is underutilized in the province’s labour force and offers much to the construction industry.

“Typically, Indigenous people tend to ‘stay close to home’, unlike other groups in the labour market that move around through the boom/bust cycles,” says Cooper. “The sector has an opportunity to cultivate a skilled workforce that is always there.” He suggests working with institutions like the Saskatchewan Indian Institute of Technology (SIIT) and Gabriel Dumont Institute (GDI) to engage with Indigenous workers. “Also, with increasing expectations of government within procurement processes, Indigenous engagement is crucial,” he says.

The sector also struggles with developing talent internally that can move up within companies. Retirements in middle and senior management have left (and will leave) massive holes in talent pools. “We need to move more people from entry-level labour jobs into foreman and superintendent roles. Formal mentorship is a start. When companies have well-managed teams with enough people, you’re nimbler and more competitive,” he says.

Embracing Technology

All around us, we’re seeing the fast pace of technological advancement disrupting industries of all kinds. Manufacturing, mining and energy sectors are embracing automation, and artificial intelligence and big data are shaking up everything from real estate to banking to human resources. Construction has long been a late

adopter of technology, often due to cost and the risk-averse nature of the sector. “Few construction companies have research and development teams,” says Cooper. “There are technological advancements that could have a major, positive impact on productivity and costs that aren’t being explored.” Cooper says engaging with peers, networking, and exploring what’s available in technology is the first step. “Innovation is everywhere, and it’s worth looking into,” he says. “While there is risk in being an early adopter, it can also be a major competitive advantage for your company.” He also recommends again

talking to Sask Polytech. “Their applied research office is designed to help you innovate and it’s a truly made-in-Saskatchewan solution.”

The Future is Here

While the construction sector can’t snap its fingers and increase commodity prices and approve major infrastructure projects, there are things that can be done to increase growth. It’s a matter of taking the first step. “If you don’t know where to start, call us. That’s why we’re here,” says Cooper. “We can help you navigate your own growth plan.” 🏠



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SASKATCHEWAN'S COMPETITIVE ADVANTAGE

Views on the province's unique selling proposition to the world

Following the theme of this final *We Build* for 2019, we asked Economic Development Regina and the Ministry of Trade and Export Development for their thoughts on what our province offers that sets us apart from everywhere else.

Shaadie Musleh, Strategic and Competitive Intelligence Senior Manager, Economic Development Regina

When we think of Saskatchewan, trade, food, and energy come to mind. It's our value proposition and it's our story. It's the farmer's fields, the Bakken formations, all the mineral mining in-between, and the roads and rails that connect us and define us. However, that is not our competitive advantage. Our competitive advantage is more than the total of our resources and trade infrastructure. Our real competitive advantage is utilizing these assets through strong fiscal policies and incentives, providing industries with strong interconnected supply chains, a skilled labour pool, a strong education system, as our centralized location has access to 270 million people within 48 hours. Competitive advantages are meaningless if we are unable to meet new opportunities in industries such as food and energy production.

The food and agricultural business is a staple of our economy and key driver of our growth. Saskatchewan

is in a unique position to help meet the food needs of a growing world population. By 2030, the world's population is expected to grow to 8.6 billion people. Crop and protein demand will increase drastically. Saskatchewan is the centre of farming production in Canada and is supported by cutting edge manufacturing and an emerging ag-tech industry. Saskatchewan is ground zero for testing new ideas and new products. From ag-bio research in plant protein innovations to automated farming equipment, Saskatchewan the home of innovation in agriculture. Combined with our trade infrastructure, Saskatchewan can be the world leader in the production of food and food ingredients.

In Saskatchewan, we are deeply rooted in the land. Our industries operate under the most stringent environmental and safety standards in the world. However, the world is changing, and we can diversify our energy production. Saskatchewan is home to crude oil, natural gas, coal, uranium, biofuels, geothermal power, wind and solar power. We have world-class research facilities and a strong network of suppliers to help sustainably grow our energy industries and protect our environment.

Our economy depends on us being environmental stewards.



We have all the pieces in place to be a world leader in food and energy. We have the infrastructure to move our product, the research base to drive innovation, the policy base to encourage growth, and we are the type of people who get things done. Our real competitive advantage comes from our ability to bring this all together to meet the challenges ahead.

Kent Campbell, Deputy Minister, Ministry of Trade and Export Development

Saskatchewan has always been a province of opportunity. This is largely because we're gifted not only with a variety of significant natural advantages—such as arable land and valuable resources—but also talented and innovative people to develop them.

Thanks to the hard work and innovation of Saskatchewan's people, we're uniquely positioned today for the next stages of growth and prosperity that lie ahead for us.

That's where *Saskatchewan's Growth Plan: The Next Decade of Growth 2020-2030* comes in and really provides us with a clear destination, as well as a way to get us there. It sets 30 goals for us to achieve by 2030—reaching a population of 1.4 million people, creating 100,000 new jobs, increasing

our provincial exports by 50 per cent, and expanding our agriculture value-added revenue to \$10 billion in value, just to name a few. All of this will require major enhancements to infrastructure, of course, and \$30 billion is being committed to that in order to support our intensified transportation and export activities.

We can already foresee a need for a strategy of this kind. Saskatchewan's population has grown to its highest level in a century, and there are more people working here than at any time in our history. We're more connected to the world beyond our borders than ever before, with new Canadians from 180 countries calling this province home, and Saskatchewan businesses shipping their products to more than 150 countries.

The world is only going to become more connected, not less. Saskatchewan's agricultural and natural resources are feeding and fueling the world—so we're very well placed, right now, to take the next steps to help reinforce these market connections and engage with or even create new ones. How do we do that?

For starters, Saskatchewan has worked diligently in the past several years to create one of the most competitive business environments in North America. Entities like Scotiabank



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and the Fraser Institute single us out as a jurisdiction of choice when it comes to industry investment in mineral development or oil & gas profitability. Our investment attraction toolbox is quite versatile, offering programs like the Saskatchewan Commercial Innovation Incentive—the first “patent box” style incentive of its kind in North America; the Saskatchewan Value-Added Agriculture Incentive—which offers a 15 per cent tax rebate on eligible capital expenditures for new or expanded operations; and the new Targeting Mineral Exploration Incentive—which encourages drilling for base metals, precious metals and diamonds in specific regions.

Our work is being noticed in other ways as well. In 2019, the Canadian Federation of Independent Business gave Saskatchewan an “A” grade for its red tape reduction efforts—the highest grade possible—in part because of our long-term efforts to make regulations clear, transparent and

streamlined to help businesses get up and running quickly and keep costs down. How effective are these efforts? Well, we can get an idea from the fact that annual capital investment in Saskatchewan increased \$5.3 billion from 2008 to 2018 and grew at an annual average rate of 4.3 per cent. That’s the second-highest growth rate among the provinces and above the national average of one per cent. Saskatchewan has also maintained competitive and stable regulations and royalty rates—which is exactly the kind of reassurance companies need to make new investments and expand existing operations. That’s what they look for. And Saskatchewan provides it to them.

Sustaining a highly competitive investment climate in Saskatchewan demands a proactive, integrated and collaborative approach. We know how important this is. It will enable us all to live and work in a Saskatchewan that the world needs—and a Saskatchewan that we deserve. 🏡



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Advocacy – Merit works alongside our industry partners to advocate for the interests of open shop contractors by lobbying government at both the provincial and federal levels. Merit advocates for a fair and level playing field for all contractors, ensuring open tendering and procurement without prejudice. At the national level, Merit Canada

advocates for federal issues that affect open shop contractors.

Training Programs – Merit's industry-leading training programs are designed specifically for the needs of contractors and are gold-seal certified. This year, Merit is offering courses in Cyber Security, Successful Project Execution, Human Resources, Marketing & Social Media. Merit also offers customizable company training and keeps training accessible by offering both webinars and classroom training.

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GOVERNMENT MODERNIZES SAFETY STANDARDS TO ENHANCE INDUSTRY PRODUCTIVITY

By Technical Safety Authority of Saskatchewan (TSASK)

In December 2018, the Government of Saskatchewan approved significant steps to modernize and streamline technical safety services to improve overall efficiency for industry. It's a move to create a hub for technical safety standards in the province—a one-stop provider of services that improves the ability of people and industry to safely participate in the growth of the province.

In July 2010, the Province established the Technical Safety Authority of Saskatchewan (TSASK) with a mandate to deliver safety programs related to

pressure vessel equipment, elevating devices, and amusement rides in the province. Since its inception, TSASK has earned the reputation as a leading safety authority that inspires and shapes excellence in public safety.

Recognizing this expertise, the decision was made to expand TSASK's safety delivery model by integrating and centralizing gas and electrical licensing from the Ministry of Government Relations; gas and electrical permitting and inspections from SaskPower; and plumbing permitting and inspection services from the Saskatchewan Health

Authority. It will be a congruent, integrated organization with an expanded range of service offerings available online or at one of TSASK's designated service centres.

CEO Bill Scott said, "Our organization is excited to expand our responsibilities for the benefit of all customers. There is no higher compliment than to know we have earned the trust of the Province and the customers we serve. It is an opportunity to streamline regulatory and inspection services and create a single window of service for industry."

"The expansion of TSASK is supported by the Mechanical Contracting Industry in Saskatchewan. The resulting agency will create efficiencies for not only the contractor but for the public as well by eliminating the fragmentation that exists in the current environment. The introduction of one point of contact for inspections, permitting and licensing will transform the delivery of safety services in the province. As key stakeholders, we look forward to contributing to the project as it moves forward."

Carolyn Bagnell, Executive Director, Mechanical Contractors Association of Saskatchewan



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“The Electrical Contractors Association of Saskatchewan (ECA of SK.) endorse that TSASK becomes the single services authority for the electrical trade in Saskatchewan. By having TSASK manage the electrical trade it will increase communication among Licensing, Inspections and electrical industry stakeholders. This enhanced electrical authority should improve the education of owners and the enforcement of the Electrical Licensing Act and Regulations for owners of Saskatchewan properties. The ECA of SK. looks forward to working with TSASK to further promote the safety of occupants and to enhance the efficiency of delivering the electrical trade in Saskatchewan buildings.”

Doug Folk, Executive Director, Electrical Contractors Association of Saskatchewan



The amalgamation will bring together a diverse group of safety experts under one umbrella organization. It will allow more dollars to be invested in the people and technology that directly impacts safety, while creating administrative efficiency. This single safety services agency will be responsive, responsible, transparent, and accountable to government, industry, and the citizens of Saskatchewan.

The Government is expected to finalize legislation in the coming months to expand the parameters under which TSASK will operate. The amalgamation is currently targeted to be substantially complete in the 2020-21 fiscal year. Work is underway to integrate systems and processes, and most importantly, bring together those employees from the three organizations to create a shared culture that embraces safety standards excellence.

Throughout the transition, TSASK is committed to communicating and engaging with all stakeholders to establish a policy framework that incorporates the broad needs of its expanded customer base. It will align priorities and objectives. It will look for opportunities to streamline processes to improve the customer experience. And it will stay focused on inspiring and shaping excellence in public safety to support the economic growth of Saskatchewan for the long term. 📱

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VENDOR EVALUATION PRACTICES AT THE CITY OF REGINA



By Tammy Moyse, SCMP, CPPB, Manager of Procurement, City of Regina



As the City of Regina continues to strengthen its procurement processes, evaluation of a vendor's performance is a critical component not to be overlooked. As such, the City has adopted a new evaluation protocol focused on documenting vendor performance in a consistent and transparent fashion. Contractors that do medium and large projects with the City can expect to participate in these evaluations.

Delivering strong value for public dollars is of foremost importance. The new protocol aims to enhance accountability for contractors delivering publicly funded projects on behalf of the City. That accountability starts with a strong working relationship between the City and our contractors. The new protocol serves as a catalyst for dialogue between City staff responsible for project delivery and contractors delivering those projects on our behalf.

The process involves performance evaluation forms and meetings between the City and the contractor. Topics evaluated include schedule and adherence to timelines, overall quality of work, safety practices, project management practices and communication with the City.

It is important to note that evaluations do not only address sub-standard vendor performance. Documenting quality work and a job well done is just as valuable because working

with good contractors is crucial in delivering successful projects to Regina residents.

What makes a good contractor? City project managers offer a few tips:

- Meeting the agreed-upon schedule and providing timely communication with your client when there are issues.
- Being well organized and putting together a solid plan that minimizes unexpected delays.
- Commitment to a positive working relationship and open dialogue with the City.
- Effective management of sub-contractors.
- Commitment to quality, understanding of requirements and expectations, suggestions that improve the final product.
- Communicating professionally and respectfully when dealing with the public.
- Demonstrable expertise in a profession or trade with a track record of success.


Vendor performance evaluations go beyond a single project. Past performance is a strong indicator of future results, so the City will keep each evaluation on file for reference during future competitions in a continuous pursuit of the City's mission to deliver sustainable, reliable services to our community. 🏡



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TRANSITIONING TO STRATEGIC PROCUREMENT



By Scott Eaton, Director of Supply Chain Management, City of Saskatoon



Looking Back

The City of Saskatoon approved a new purchasing policy and framework in December 2018. Extensive engagement to gather feedback from stakeholder groups, including Indigenous businesses and suppliers, was undertaken prior to the implementation of the new policy. Similar to Crown Corporations, as well as other government and MASH sector entities, our new purchasing policy also introduced best value procurement practices.

The new policy considered what we heard from our stakeholders and we incorporated that feedback into our

policy, framework, and templates. The new framework included standardized solicitation templates for Tenders (ITT) and Request for Proposals (RFP) that standardized the documents used at the City providing a more consistent experience for our suppliers.

While the new procurement policy and framework certainly modernized and standardized the City's procurement practices, there was still opportunity for improvement. With the shift away from low bid, tendering, and public openings to using best value, RFPs, and evaluated criteria, we've learned that our suppliers are concerned about the amount of time

it takes to notify them of the outcome, or post the award on SaskTenders.

There has been a definite learning curve for both the City and our suppliers. We have captured and applied lessons learned from each best value procurement executed so far. We are now working with our internal stakeholders to improve our evaluation turnaround time, initiate projects earlier and/or phasing them in to avoid significant overlaps. These measures should continue to improve our response times to help our suppliers in determining what projects they've been successful on, resource loading,

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and determining if they have capacity to bid on additional projects.

Looking Forward

The City of Saskatoon's Supply Chain Management team continues a journey to transform our business processes to strategically support our internal and external partners. We currently operate with many manual paper-based processes and bid submissions that limit our ability to provide strategic advice and support to our stakeholders. We must evolve from these legacy processes to more robust systems and tools.

Like many other procurement entities, our goal is to shift away from an administrative and tactical function to one that is integrated with the business and involved at the beginning of the procurement cycle. This will ensure we can add value while maintaining the core tenets of public procurement: being open, fair, and transparent.

At the City of Saskatoon, we use over 279 systems to support critical areas like finance, procurement, human resources, and asset management. With countless spreadsheets and paper-based processes, it has remained challenging and time-consuming to get up-to-date, reliable, and accurate information. It is time to wipe our slate clean and move to a single system of record using SAP S/4HANA.

SAP S/4HANA will modernize many of our procurement process including requisitions and purchase order management. It will also provide a single source of the truth to significantly improve our spend visibility and management. This new system will become the strategic cornerstone to support our shift from a transactional and reactive state to one that is proactive and strategic.

Once we explore the full functionality of SAP S/4HANA, we will be ready

to make the shift to eSourcing and contract management—a tool to support electronic bid submissions and a streamlined evaluation process. This solution's focus will be to replace manual work done by the City's Procurement Services and other stakeholders within the RFx, bid, and evaluation process.

Our goals? To ensure timely delivery of goods and services needed to support City of Saskatoon operations, deliver value to our citizens, and support our suppliers by providing free, open and transparent access to the City's procurement opportunities.

We will engage our partners on our journey to strategic procurement and eSourcing in 2020. I invite you to reach out to the City's Supply Chain Management team to learn more about our procurement transformation or to provide feedback on our policy, tools, and templates. 📧

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REGULATING THE APPRENTICESHIP SYSTEM OF TRAINING



By Jeff Ritter, Chief Executive Officer, Saskatchewan Apprenticeship and Trade Certification Commission

The Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) oversees the apprenticeship and trade certification system in Saskatchewan.

The SATCC performs four main roles: train apprentices; certify apprentices and tradespeople; regulate the apprenticeship system of training; and promote apprenticeship.

The regulatory role we play is an important one but perhaps not as well known as our other roles. We regulate apprenticeship in the designated trades to ensure compliance with *The Apprenticeship and Trade Certification Act, 1999*; *The Apprenticeship and Trade Certification Regulations, 2003*; and *The Apprenticeship and Trade Certification Commission Regulations, 2017*.

SATCC staff members visit job sites to ensure appropriate on-the-job apprenticeship training is taking place. Field consultants check to see that those working in compulsory trades are either apprentices or journeypersons, and that

apprentices are being supervised on-site by a journeyperson. (In non-compulsory trades, apprentices can be supervised by a journeyperson or an experienced tradesperson.)

Consultants also review the site to ensure the apprentice-to-journeyperson ratios for the trades on site are being adhered to. It's worth noting that the vast majority of employers visited are in compliance with the ratios. As of June 30, 2019, 97.7 per cent of employers inspected by field staff adhered to the relevant ratios for the trades on site.

If employers are not in compliance during the visit, the goal is to work with them to achieve voluntary compliance. Several steps are taken before formal consequences are pursued, giving employers the necessary time to comply with the legislation.

At the end of June 2019, field staff visited nearly 5,500 work sites. Work site visits aren't only about regulation. Staff visit work sites to meet with

employers and apprentices for a variety of reasons – whether it be to work with an employer to ensure apprentices are exposed to the full scope of the trade; to meet with an apprentice to design a training plan to help them be successful throughout their apprenticeship; to give an employer advice on accommodating an apprentice with a disability; or to promote and explain the apprenticeship system of training to an employer considering hiring apprentices.

Field consultants will contact employers in advance of some work site visits. However, other visits – particularly those conducted for regulatory follow-up purposes – will be unannounced.

Work site visits help ensure the apprenticeship system of training remains safe and effective.

If you have questions about the SATCC's regulatory role, please call 1-877-363-0536 or email apprenticeship@gov.sk.ca.



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CELEBRATING SUCCESS

SaskBuilds Business Expo brought sector representatives together

By Chris Jaster, SaskBuilds



2019 Business Opportunities Expo

Saskatchewan's Finance Minister Donna Harpauer may have summarized the 2019 Business Opportunity Expo best during her keynote address on September 12, 2019 at Evraz Place's Queensbury Convention Centre in Regina.

The vice-chair of the SaskBuilds board highlighted that Saskatchewan's success depends on both a solid government fiscal management plan and a healthy economy driven by a strong private sector.

That is exactly what the event accomplished by bringing approximately 600 people representing various private sector business owners and operators from all over Saskatchewan, as well as B.C., Alberta, Manitoba, and Ontario, together with officials from Government of Saskatchewan

ministries, Crown Corporations, and agencies as well as representatives from municipal, academic, and health sectors.

The Expo gave both sides an opportunity to network with each other. It also allowed suppliers and Saskatchewan's public sector buyers to connect and understand each other better.

Wave of the Future 3D owner Randy Janes had a showcase booth at the biennial event and saw a lot of benefits in attending the Expo.

"I think it went over very well," Janes said. "I got a lot of contacts from people who had booths there, but also a lot of businesses that contacted me as well. A lot of people in North America don't understand 3D printing, so it really gave me that advantage of being able to show a

lot of different industries what my industry can do for theirs now or in the near future."

Attendees also had the opportunity to learn about the different divisions of SaskBuilds. During his morning presentation, SaskBuilds President and CEO Kyle Toffan talked about successful public-private partnership projects, best value procurement, and the new Single Procurement Service which began operation on April 1. He also highlighted procurement training courses put on by Priority Saskatchewan.

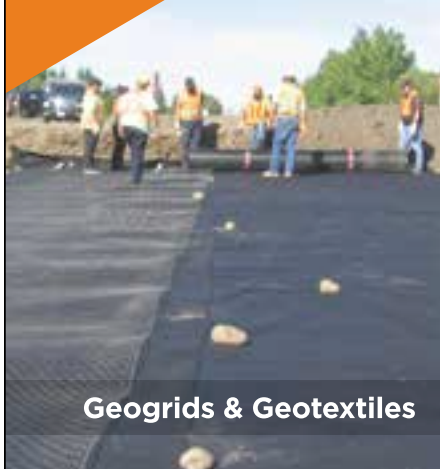
That information will be important for businesses looking to bid for jobs and contracts with the Government of Saskatchewan in the future. As Minister Harpauer pointed out during her presentation, "There is almost nothing in government that isn't connected to procurement



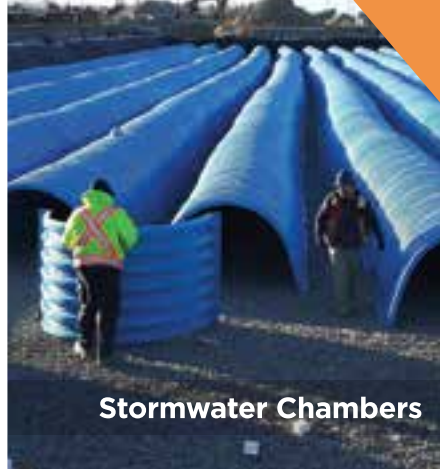
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at some point." The provincial government ministries spend about \$2 billion each year buying the goods and services need to deliver programs, benefits, and infrastructure.

Toffan knows how important the Expo was to get information to suppliers and for them to connect with vendors. He was happy with how the first Expo put on by his organization went.

"We were proud to put on an important event that brings together representatives from the private and public sectors," Toffan said. "We were happy with the response from suppliers. We look forward to working with many of them in the future and seeing them at the next Expo." 📺

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WINTER SAFETY

By SCSA Staff

The mere mention of the word “winter”, regardless of where you live in this great country, never fails to elicit, at the very least, a cringe. Mention driving in winter or working in winter conditions, and the response is inevitably more pronounced. Icy conditions, snow, and extreme temperatures present several potential hazards from dangerous driving conditions to cold stress to slips, trips, and fall. Following are some things to consider when it comes to site, worker, and personal safety.

Exposure

Construction season does not end with the arrival of Old Man Winter. As the temperature drops, it's important to remember that prolonged exposure to cold, wet, and windy conditions, even when the temperatures are above freezing, can be dangerous. Frostbite and hypothermia are the two main consequences of cold exposure. To avoid injuries and minimize lost time incidents, it's important to know the signs and take precautions.

Signs of Hypothermia:

- Shivering or shaking
- Lack of coordination
- Drowsiness or confusion
- Slurred speech



Signs of Frostbite:

- Skin that is very cold and turns numb, hard and pale
- Blisters or swelling
- Joint or muscle stiffness

Follow these simple precautions to avoid frostbite and hypothermia:

- Watch the weather—forewarned is forearmed.
- Wear several layers of clothing as opposed to dressing in one thick layer.
- Protect extremities by wearing gloves and proper fitting footwear. Consider adding an additional pair of socks on very cold days.
- Take frequent short breaks in a warm shelter to allow the body to warm up

- Eat warm, high calorie food like pasta. The body expends more energy in cold conditions, so eating a proper diet will go a long way toward combatting fatigue.

Slips, Trips and Falls

In Canada, more than 42,000 workers get injured annually due to falls, according to the Canadian Centre for Occupational Health and Safety. Statistics show the majority (66 per cent) are due to slips and trips on the same level. The remaining (34 per cent) are falls from heights, such as ladders, stairs, or roofs. Winter worksite conditions create an increased risk for injuries related to slips, trips and fall. To avoid injury:

- Walk slowly and deliberately, and remain focused on the path



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ahead. This is especially true when carrying heavy and/or awkward objects.

- Where possible, avoid slippery surfaces, such as wet or icy areas, and snowbanks.
- Wear appropriate footwear with slip-resistant soles to work, and change into indoor footwear (NOTE: ice grippers that attach to footwear can provide additional traction for walking and working outside).
- Use handrails where available.
- Check to make sure entrance areas and stairs are clear of snow and slush as these create slippery conditions.

It is business owner/employer's responsibility to:

- Monitor the weather and keep parking lots, walkways, and worksites clear of snow.
- Given that the daylight hours are reduced during winter months, it is important to provide adequate lighting for parking lots, walkways and worksites.
- Clearly identify steps, ramps, and other elevation changes.
- Secure mats and rugs that do not lay flat.
- Ensure that workers who are required to work in cold conditions, wear appropriate personal protective equipment (PPE).

Winter can be a magical time of year, filled with unique activities and experiences for the winter enthusiast, but the unpredictability of this season makes preparedness a crucial element in preventing injuries both on and off the worksite.

The Saskatchewan Construction Safety Association (SCSA) is an industry-funded, membership-based, non-profit organization that provides cost-effective, accessible safety training and advice to employers and employees in the construction industry throughout the province to reduce the human and financial losses associated with injuries. Registered March 22, 1995 the SCSA is, and has been since inception, committed to injury prevention. Serving almost 10,000 member companies, the vision of the SCSA is to create the Safest Construction Environment in Canada through its mission of Constructing Safety Leadership. For more information, visit www.scsaonline.ca.

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FORECASTING THE 43RD PARLIAMENT



By Liam Daly, Manager, Public Affairs, Canadian Construction Association

As discussed in *We Build's* fall issue, October's federal election ended up producing a minority parliament with the Liberal Party of Canada holding 157 seats to the Conservative Party's 121. The Bloc Quebecois, New Democratic Party, and Green Party of Canada round out the rest of the Commons with 32, 24, and three seats, respectively. Former

Liberal MP and Justice Minister Jody Wilson-Raybould also held on to her metro Vancouver seat as an Independent. Despite their reduced numbers, the Liberals have forgone forming a coalition or confidence agreement with any opposition parties and will govern on an issue-by-issue basis in the new House.

The results also produced starker regional contrasts with the Liberals being shut out of Saskatchewan and Alberta, and the Conservatives winning 47 of the 48 combined. Seeking to address this in putting together the new Cabinet on November 20, the Prime Minister appointed former Natural Resources Minister and Winnipeg MP Jim Carr

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to serve as “Special Representative for the Prairies”. Carr was formally dropped from Cabinet while seeking treatment for a rare form of blood cancer, but has been active in meeting with Western premiers since the appointment. Former Global Affairs Minister Chrystia Freeland has also been moved to the role of Deputy Prime Minister and Intergovernmental Affairs Minister with specific emphasis on dealing with premiers on fractious issues such as resource development and the Western Canadian economy.

Legislative priorities

The Speech from the Throne on December 5 outlined priority areas for the government on middle-class relief, climate change and continued reconciliation with Indigenous communities. The priorities for Conservatives will be emphasizing the energy sector and the construction of the Trans Mountain pipeline expansion while continuing to oppose the national carbon pricing system and calling for the repeal of Bills C-48 and C-69. The Bloc Quebecois will maintain its strategy of emphasizing economic and social issues within Quebec on a case-by-case basis starting with the allocation of compensation for dairy producers. Under Jagmeet Singh, the New Democrats have said they will continue to push for national pharmacare and dental care programs. The Green Party, now seeking a new leader following the resignation of Elizabeth May on November 4, has said it will continue to advocate action on the climate crisis as well as the adoption on the United Nation's Declaration on the Rights of Indigenous Peoples (UNDRIP).

CCA will continue to monitor progress made on election promises, such as the creation of a new national infrastructure fund,

in addition to the pre-existing Investing in Canada Plan, investing \$100 million in skills training to ensure there are enough qualified workers to keep up with energy audits, retrofits and net-zero home construction, and the creation of a Canadian Apprenticeship Service that will provide up to \$10,000 per apprentice, over four years, for every new position created. CCA expects most of the outlined issues will be acted upon in the Budget when it is presented in March or April 2020.

Continuing our advocacy push

CCA has communicated congratulations to all new and returning MPs and will be reaching out to all new ministers and parliamentary secretaries from relevant departments with which we interact most frequently.

CCA also intends to build on the success of our Hill-at-Home summer initiative with a smaller, more focused effort targeting parliamentarians with whom we haven't previously met. We will also be conducting a full-scale Hill Day in Ottawa during our board meetings next November.

We intend to keep pressing upon our four core themes from the #Construction4CDNS election advocacy campaign in which our members, including those from SCA, sent thousands of letters to local candidates emphasizing stable long-term infrastructure funding, renewing investor confidence, recruiting and retaining a diverse and tech-savvy workforce, and advancing innovation and technology.

CCA would like to thank all that have participated in these efforts to date and look forward to working with you as we continue to Build a Better Canada. 🏗️

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PROMPT PAYMENT: A CRASH COURSE IN ADJUDICATION

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By Jared D. Epp, Robertson Stromberg

As industry is now aware, earlier this spring the Government of Saskatchewan passed, in the form of a series of amendments to Saskatchewan's Builders' Lien Act, prompt payment legislation. The legislation is not yet law as the Saskatchewan government must now draft a set of regulations to accompany this new legislation. The government has spent the fall collecting feedback from industry as to what form these regulations should take, with a specific focus being on the adjudication process.

Adjudication is a new interim dispute resolution process that owners, general contractors, subcontractors and suppliers will have access to. As presently conceptualized, adjudication will be available in a wide variety of circumstances including to resolve disputes relating to the value of invoices, extras, change orders, and determining when a contract has been substantially performed.

Adjudication is intended to be a fast and efficient form of dispute resolution with adjudicators generally being required to issue their decisions within 30 days. Although the general framework for adjudications is already set out in the legislation, one of the key issues that has still not been determined is who will be the Authorized Nominating Authority ("Authority") for adjudications.

The Authority will have a number of important responsibilities including training, appointing, and maintaining a set of capable and available adjudicators; addressing, reviewing,

and resolving complaints made against adjudicators; and serving as a "final decision-maker" and/or liaison for the parties to a dispute in the event the parties cannot agree on the appointment of an adjudicator or on the fees payable to an adjudicator.

No decision has been made yet in Saskatchewan as to who the Authority will be. However, in trying to understand what and how such an Authority might operate in Saskatchewan, Ontario might be looked to. Ontario's prompt payment legislation came into effect on October 1, 2019. As part of this process, the Ontario government, who decided that they did not want to be responsible for managing the Authority, issued a request for proposals. ADR Chambers was selected as the successful proponent. ADR Chambers is a "for-profit" company which provides conflict resolution services (ex. mediation and arbitration services) to individuals and companies. ADR Chambers currently runs the Authority in Ontario through a related entity known as Ontario Dispute Adjudication for Construction Contracts (ODACC).

Although ODACC cannot change legislation, some of the processes that it has enacted show the discretion that the Authority has. For example, there is no default in-person hearing process created for adjudications in Ontario. Rather, hearings are expected to be based solely on written submissions with audio or video conferencing being the default in-person option. Although it is still possible for parties to request actual in-person hearings, it remains to be seen whether the practice of written or video conferencing hearings will become the standard model for adjudications in Ontario as it certainly appears to be a model that the Authority in Ontario is encouraging industry to embrace.

Saskatchewan's construction industry is, of course, much different than Ontario's; however, Ontario might still be looked to as an example of what could happen in Saskatchewan depending on what type of Authority is selected to manage the adjudication process in Saskatchewan. Given this, it is a good idea to continue to follow the process in Saskatchewan in order to ensure that the Authority that is selected is well-equipped to handle the task. 🏗️



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IMPROVING THE ODDS

How BuildWorks Canada adds value



By Melanie Franner, DEL Staff Writer

There's something to be said for someone who likes the company so much that he buys it. Enter George Schluessel, CEO, ProCura Real Estate Services Ltd., and Josh St. Cyr, President, Cyrcorp Partnership Ltd. The two came together on the Central Tower project, and the partnership was so successful that ProCura bought Cyrcorp and St. Cyr came on board as a managing partner.

So, what set this project apart?

According to St. Cyr, it was the aligned vision of both the developer and consultant, along with the added value that Cyrcorp was able to bring to ProCura using COOLNet, now BuildWorks Canada (BWC).

"We were able to maximize ProCura's value proposition through engagement with contractors and subcontractors," says St. Cyr. "We controlled and managed the project in conjunction with ProCura during the entire development stage of Central Tower. It was after the tower was under construction that George called me up and said that it had gone so well, he wanted to work together with us

on future projects. He asked what the future held for us. Ultimately, it led to ProCura's acquisition of Cyrcorp and a merger of our forces on aligned values, goals, and objectives."

In the Driver's Seat

St. Cyr has long been an advocate of services like online plan rooms. It was his familiarity with COOLNet that saw him take ProCura down that route. "BWC is a partnership and merging of the previously provincial online plan room services provided by the various construction associations across Alberta, Saskatchewan, and Manitoba," explains Curtis Griffith, Director, Business Development, BWC, who adds that full membership in any of the construction associations within these three provinces provides full access to the service. By posting owner/developer project opportunities online, BWC broadens the window of opportunity for potential contractors and suppliers to get involved. "We are sharing information with the industry and helping our members while growing local construction associations that are adding a lot of value to the industry," he says.

Griffith explains that from an economic angle, BWC provides owners with increased competition on their projects. "Those who use our service are members of their respective associations and tend to be the most qualified, the most sophisticated, and the most ethical in the market," he adds. Griffith estimates that BWC members represent about 15 per cent of the commercial construction industry, but that they likely build 75 per cent of the projects. Griffith is also quick to point out that BWC is a great platform for projects of all sizes. "Many private owners think that posting their project on BWC means that they have to go with the lowest bid, but that's not the case," he says. "We are advertising a lot more private projects—everything from towers to strip malls, new builds, and renovations. We're a service that can add value, even on projects that are only \$60,000 to \$70,000 in size."

Of course, Griffith is quick to cite BWC's success with ProCura on such a high-profile project like Central Tower as proof positive that BWC brings value to the table. "By advertising the opportunity, we brought a lot of clarity,



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structure, and process to the project that they didn't necessarily have," he says. "I like to think that we created a really solid foundation for the project. And it must have worked because they have already expressed interest in working with us again."

St. Cyr concurs that BWC proved to be very useful on the project.

"BWC provides an opportunity for those people who want to use it as a tool," he says, adding that, contrary to popular opinion, the posting of a project on BWC doesn't mandate a low-bid scenario. "It doesn't have to be about the lowest price. And it still allows for the ability to have the pre-qualification process. It's more about putting yourself at risk of not increasing your awareness of contractors by not using it."

St. Cyr emphasizes the need for owners to broaden their circle of contacts. He cites the potential scenario of a small-town contractor who specializes in

a certain stone technique or specific glazing finish, someone who wouldn't necessarily get the call to bid on a big job, but someone who may hear of the project through a service like BWC. "It's important to get the best people available," he says. "And to do that, you need to know who is available and what their specialty is. You can still have a general contractor operate as a facilitator, but you should design around the talent you have."

The proof is in the pudding

Central Tower opened on August 1, 2019. "This is a high-quality, condo-grade rental building right on the Central Park LRT line," says St. Cyr. The building incorporates a living wall in the lobby area, garden plots, a golf simulator, a full "Muscle Beach" gym, a spin room, a pool table area—and more. Having used BWC on the Central Tower project, St. Cyr identifies the top two benefits

of online service as: one, providing a transparent, organized process for procurement; and two, opening the doors to subcontractors and supplier relationships that may not exist otherwise. "Our next project is The Louvre, another residential apartment building in Central Park," he explains. And the decision has already been made to work with BWC on the upcoming project.

The way forward

St. Cyr describes Central Tower as "one of the most successful projects at ProCura". He states that it came in at a good price in a tight timeline—and with no delays or disputes. Already, the company has committed to using BWC on its next project. Chances are that there will be many more projects to come that will follow suit. Now, more than ever, all industry stakeholders need to take advantage of online procurement services like BWC. 🏢

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WE BUILD

SASKATCHEWAN'S CONSTRUCTION MAGAZINE

Produced and published for the SCA by:
DEL Communications Inc.
Suite 300, 6 Roslyn Road
Winnipeg, Manitoba R3L 0G5
www.delcommunications.com

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Production services provided by
S.G. Bennett Marketing Services
www.sgbennett.com

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