



SASKATCHEWAN

WINTER 2019 ISSUE 4 VOL. 2

Industry West

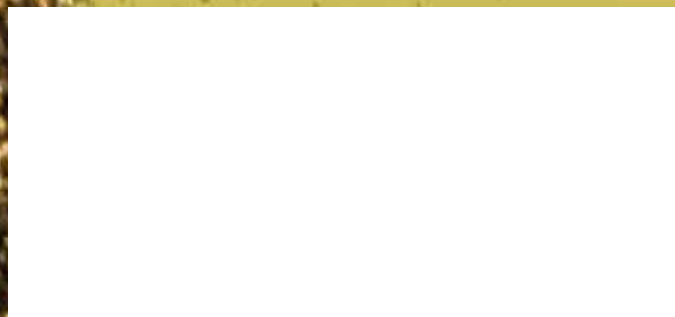
industrywestmagazine.com

COME AND GET IT: FOOD PRODUCTION IN SASKATCHEWAN GROWS UP

**GOING ORGANIC IN SASKATCHEWAN
PROGRAM YOURSELF FOR SUCCESS**

**PROTEIN INDUSTRIES CANADA:
MAKING CANADA A WORLD
LEADER IN PLANT-BASED PROTEIN**

**SHOW SOMEONE THEY MATTER
THE NATURE OF STRESS RELIEF**






UNITED STEELWORKERS
USW
UNITY AND STRENGTH FOR WORKERS
5890





PROTECT OUR JOBS



The unity and strength of our workers is under threat by the trade war developing with the United States. United Steelworkers 5890 is working hard to promote the value of the steel industry in Canada and the ways it can protect Canada's economy from outside threats. By building pipelines and bolstering our trade infrastructure, USW 5890 is helping to keep jobs in Canada and the country's economy on firm ground.

GET
AHEAD.
GO
BEYOND



INNOVATION



COLLABORATION



EDUCATION

CANADA'S
FARM PROGRESS
SHOW

Presented By



June 19 - 21, 2019
Evráz Place • Regina, SK

A Production of
EVRAZplace

www.myfarmshow.com



WELCOME

WITH **INDUSTRY WEST** PUBLISHER, PAUL HUBER

This past year, *Industry West* has spent a lot of time with the Saskatchewan agriculture sector. The many agricultural shows and events are the best way to get out and learn about the province's most iconic industry. It's exciting to speak with producers and associations about the trends and all the potential this sector holds.

We wanted to focus on the value-added approach to agriculture production. More and more opportunities are arising for producers to cash in if they are willing to diversify their operations. A common frustration that still looms over Saskatchewan agriculture is that we simply ship out raw product and turn around and buy it back in the form of Cheerios or Triscuits. More local food processors are taking our homegrown ingredients and turning them into products for grocery store shelves, but there is still plenty of room to grow this part of our agriculture sector.

We're also happy to introduce the newest member of our team, Bert Sutherland. Bert is our new Business Development Manager. Based in Saskatoon, he brings with him over 40 years of agriculture experience. He is excited about helping businesses grow and promoting our many industries.

Please enjoy all this edition's stories and reach out to us with any comments or story ideas for future editions. Our spring edition is focused on the technology sector in Saskatchewan, coming out in April.

Sincerely,

Paul

iw Industry West

INDUSTRYWESTMAGAZINE.COM
VOLUME 2, ISSUE 4 – WINTER 2019

PUBLISHER

Paul Huber

EDITOR

Brook Thalgott

ART DIRECTOR

Kailey Pirlot

PHOTOGRAPHY

Kristin Ator

David Carter Photography

Shane Luhning

CONTRIBUTORS

Paul Burch

Dustin Hilderman

Charlene Hilkewich

Christopher J. Masich

Peter Neufeldt

Victoria Ryan

Jenn Sharp

Phil Symchych

Saskatchewan Construction

Safety Association

WCB Saskatchewan

ADVERTISING

Paul Huber

306.551.6632

paul.huber@industrywestmagazine.com

Bert Sutherland

bert.sutherland@industrywestmagazine.com

Suite Business Services

306.230.8652

SUBSCRIPTIONS

industrywestmagazine.com/subscribe

PRINTING

TC Transcontinental Printing


COMMENTS

info@industrywestmagazine.com

SOCIAL

 @IndWestMag

 Industry West Magazine

 Indwestmag

Industry West Magazine is published by Industry West Publishing and is independently owned. Opinions expressed in *Industry West* are those of the authors and do not necessarily reflect the views of the publisher or advertisers. *Industry West* does not assume liability for content. All rights reserved. Reproduction in whole or in part without permission is prohibited. For reproduction requests, please call 306.551.6632.

Canada Post Publications Number: 4009036

KEEP YOUR DATA SAFE.



SMART NETWORK FIREWALL

Gain insight into your network knowing your information is safe and secure. Always up to date and worry free, Smart Network Firewall provides you with intrusion prevention, web content filtering, advanced anti-malware, and phishing protection. Best of all, your Smart Network Firewall can be managed from anywhere with the online dashboard.

Get everything your business needs to succeed with SaskTel.

sasktel.com/smartfirewall

SaskTel 
| Business Solutions |

CONTENTS

THE AGRICULTURE ISSUE

COVER

Come and Get It: Food Production in Saskatchewan Grows Up **10**

FEATURES

Protein Industries Canada: Making Canada a World Leader in Plant-based Proteins **20**

Going Organic in Saskatchewan **28**

A Closer Look: Five Principles for Soil Restoration – Revitalizing the Carbon Cycle **34**

Glyphosate and the Court of Public Opinion **40**

All Aboard – Rail Shipping in Saskatchewan **44**

DEPARTMENTS

Outlook: Agriculture & Agri-food in Saskatchewan **22**

Start: Provincial Funding Programs for Value-Added Processing **24**

Legal: Have your Cannabis and Eat It Too **26**

Pitch: Clever, Creative and Cheap **48**

Tech: Wearing More than Just Your Heart on Your Sleeve **51**

Safety: Addressing Workplace Psychological Health and Safety **54**

Money: Trusted to do What You're Best At **56**

People: Program Yourself for Success **58**

Give: Show Someone They Matter **62**

Life: The Nature of Stress Relief **64**

PROFILES

Action Foods: Get Your Goat **18**

Saskatchewan Construction **32**

Safety Association: Partners in Safety **32**

North Ridge Development Corporation: Safety for Everyone, Every Day **33**

Biomed Recovery & Disposal Ltd: "Small" but Mighty **38**

THE LAST PAGE

Grant Devine—farmer, teacher, agricultural economist and the 11th Premier of Saskatchewan—answers our *Industry West* Proust-style Questionnaire **66**



10



26



62



Planting seeds for a better tomorrow.

The seeds we plant today hold our dreams and aspirations. At Nutrien, we're committed to expanding our relationships with Indigenous people globally, including Aboriginal people in Canada, knowing that diversity and inclusion will help us feed the future – together.

Stacy Sutherland
Muskeg Lake Cree Nation
Treaty 6, Saskatchewan

Nutrien[™]
Feeding the Future[™]

www.nutrien.com

Contributors



PAUL BURCH

Paul Burch is a co-owner of OmniOnline Inc, a Regina-based web solution company serving customers across Canada. He is a consultant, writer, entrepreneur, and retired rugby coach. He's deeply involved in the digital/interactive media industry as an owner at OmniOnline, the president of Sask Interactive, and co-founder of a Saskatchewan start-up company, EchoLotto.com. (He's also a shameless self promoter and loves writing about himself in the third person.)



DUSTIN HILDERMAN

Dustin Hilderman is a freelance writer and blogger. Born and raised in a small prairie town, he's passionate about exploring current issues in agricultural with a focus on the relationships between science, culture and modern farming. Currently, he is the lead writer and co-founder of the Prairie Serf blog.



CHARLENE HILKEWICH

Charlene Hilkewich is a Regina writer whose work has appeared in the Regina Leader-Post, Regina Sun, Health Matters Magazine, Merry & Bright magazine, Sunny & Bright magazine, and on CBC Radio. Her years posing as a communications consultant, marketing specialist, program director, TV host, radio voice, and benefits officer have yielded a mountain of material. If you need her, she will be in the tub. Or on Twitter @CHilkewich.



PETER NEUFELDT

Peter Neufeldt is the President of Peak Performance Consulting located in Regina. He provides executive, leadership, and corporate consulting, training and coaching locally, nationally and internationally.



JENN SHARP

Jenn Sharp, of Sharp Communications, is a writer, editor and marketer based in Saskatoon. A born entrepreneur and connector, she's passionate about Saskatchewan's business, innovation and agricultural sectors. When not at her desk, she can be found riding her horse, on her yoga mat or exploring the world.



PHIL SYMCHYCH

Phil Symchych CPA, CA, MBA, ICD.D is the president and founder of SME Business Wealth Builder Corporation. He provides strategic growth, consulting CFO, and M&A services to privately-held companies.

COME AND GET IT: FOOD PRODUCTION IN SASKATCHEWAN GROWS UP

BY BROOK THALGOTT



CO-OP GOLD PURE STRAWBERRY JAM, SOURCED IN SASKATCHEWAN

If there is one thing Saskatchewan is known for, it's agriculture. It's the first thing most people associate with the name, likely picturing waving wheat fields under a warm prairie sun. And, they're not wrong, since Saskatchewan is home to more than 40 per cent of the country's total cultivated farmland.¹ We've been feeding the world for over a century, shipping out everything from durum to mustard, lentils to chickpeas, canola to barley, plus plenty of beef, pork and poultry. A year ago, *Industry West* took a peek at our homegrown food production sector, and pondered why we're not doing more of it. Today, we're having a closer look at local food processing, and its potential.

There are more than 300 food processors operating within the province, employing over 5,000 people.² The industry is worth an eye-watering \$4.3 billion, and climbing.³ While the food industry is expanding here, there is still plenty of room for growth as much of our agricultural exports leave the province for processing and returns to our store shelves as goods finished elsewhere.

Where to Start

The Saskatchewan Food Industry Development Centre Inc. (Food Centre) in Saskatoon is often the first stop for a food producer looking to start or scale up their food processing venture. With processing facilities in new Agri-Food Innovation Centre and pilot plant on the University of Saskatchewan Campus, the Food



PHOTO PROVIDED BY THE FOOD CENTRE

Centre offers over 53,000 ft² of processing development space, accessible to food producers in the province. Since its start, the non-profit organization has helped over 275 businesses develop and process approximately 800 food-related products.

Food Centre president Dan Prefontaine says that overall, various levels of government and the business community are doing a good job supporting this emerging sector. “We need to continue to build relationships and partnerships among the various players within the sector—the producers, processors, suppliers, distributors, researchers, agri-service providers, and government,” says Prefontaine. He sees positive, continual support from provincial and federal agencies such as the Saskatchewan Ministry of Agriculture and the Industrial Research Assistance Program (IRAP) from the National Research Council—both of which provide funding for agri-businesses at various levels and activities. “The Saskatchewan Ministry of Agriculture’s ‘Product2Market’ program has been well received by entrepreneurs,” he says. “It’s helping agri-businesses get started in the value-added industry as well as supporting business growth.”



PHOTO PROVIDED BY THE FOOD CENTRE

So, how does a food processor start their venture, or increase their production? Prefontaine has some advice. “The Food Centre offers interim processing to food processors interested in making the leap from farmer’s market to retail market. We have equipment to process a variety of food products and certifications for clients to access national and international markets,” he says. Prefontaine also suggests making use of funding programs that are offered by the province in value-added agriculture. “Some funding, like the Product2Market program, will help small processors with things like product reformulation and packaging, to ensure their products meet the food processing and labelling regulations,” he says. Prefontaine also says investing in market research is vital. “You have to know what the market is for your product, and develop the food accordingly,” he says. There are also hurdles to prepare for. Access to the right technologies can



PHOTO PROVIDED BY THE FOOD CENTRE



Need help building your safety program?

Try our online safety tool



- Download free, customizable forms for hazard assessment and inspections
- Check legislation • Take online training



Safety Pillars

Download the **NEW** Pillars App!



Check it out now at

www.worksafesask.ca or pillars.worksafesask.ca



WorkSafe[™]
SASKATCHEWAN

Work to live.

scupper food processing ideas, as can competing in an already-crowded space. "Innovation is key. Think about how innovative the end use of your product is, what sets your product apart and how you can market it successfully," says Prefontaine.

Thinking About Growth

Lindsay Ward produces jams and jellies as Sweet Tree Preserves, based in Regina. Her food journey started in nearly two years ago after some experimenting with honey sweetened jam. Ward joked with her spouse that the jams should be sold at the farmers' market, and after some brainstorming her business was created. Today, Ward sells her jams and jellies at the Regina Farmers' Market, through a few small retailers in the Regina area, and through pop-up shows. She's also working on an online store.

Ward has met challenges as she's grown. "Moving into the retail space has been a real eye opener as far as regulations are concerned," says Ward. "Selling product at a farmers' market comes with its own set of health and safety regulations which differ from the rules and regulations of selling in a retail space." Ward can sell a jar of jam at the Regina Farmers Market with the labelling approved by the market and the Saskatchewan Health Authority. If she wants to sell the exact same product at a retailer in Regina, she must provide additional, specific nutritional information on the label along with other requirements. "Both products are made in the same city, by the same maker, and can be bought by the same customers who shop in a retail setting on the same day, yet the regulations for the product are different," says Ward.

While labelling is an expense of doing business, these differences increase operational costs for a small business trying to establish itself, and can hold businesses back from growth. "While major manufacturers can absorb these costs, for many small businesses these additional expenses are very much a deciding factor in expanding into retail," says Ward. She also notes the cost difference for locally produced goods, versus goods made elsewhere in large facilities. "Many Saskatchewan-made products tend to charge slightly more than a similar product available in major Canadian food retailers. Thankfully, most customers understand the extra time, money and energy it can take a small business owner to create their products, often by hand," says Ward.

For now, Ward plans to stay local and deal with smaller retailers. She would like to expand outside the Regina area, but doesn't see major retail in the future. "In Saskatchewan, we have such an abundance of local support from customers and smaller retailers alike. Even with all the challenges that have come along, as they do, it's inspiring to know that there are people out there who love local products and appreciate the time, energy, money and passion that goes into creating each one," says Ward. She sees how small business supports people directly and finds that while a direct connection to your customer may mean slower



SWEET TREE PRESERVES, REGINA.
PHOTO BY SHANE LUHNING

DAYBREAK MILL ORGANIC EINKORN, ESTEVAN.
PHOTO BY SHANE LUHNING



profit growth in the beginning, it far outweighs the 'big box' retail options in many ways.

She has learned a lot on her entrepreneurial journey and has advice for others like her. "It surprises me, even after only a couple of years, how connected local growers, makers, and processors really are," says Ward. She says to educate yourself and network with other local makers and food processors as much as possible, and prepare to face challenges and regulations. "Challenges aside, there is always room for growth even in the smallest of ways," she says. "I've learned that patience is key, and obstacles can be overcome, even if it just takes time."

Been There, Done That

Nicole Davis is the owner of Estevan's Daybreak Mill. She purchased the mill in 2012 (which was founded in 1963) and grows, processes and packages a variety of 100 per cent certified organic grains including einkorn, flax, oats, rye, barley, millet, buckwheat and hard spring wheat for the consumer market. The company also makes value-added goods including cereals, pancake mix and granola. Daybreak Mill products are found in retailers mainly across the prairies, with some stores in British Columbia and Ontario as well as in their online store.

"As a food processor, we have our challenges," says Davis. "We're not a large producer, and we serve smaller, independent retailers as opposed to the main grocery chains." Daybreak Mill has all the required food safety certifications, but to move into the major retail space, the company needs to meet HACCP certification. This certification would allow Davis to seek space on the shelves of retailers like Costco, but meeting HACCP compliance rules are cost-prohibitive at the moment. "We're in an older facility that will need upgrades to meet the standards," says Davis. "We have to figure out whether the upgrades will be worth it financially, to access those larger grocery chains." Davis also grapples with the cost of shipping within Canada. Her products can be sold across the country, but getting them there can be very expensive. "Shipping costs can be prohibitive, especially to eastern Canada," says Davis. "Canada is a large market, but reaching it is pricey."

Right now, Davis is comfortable with her retail presence and online store. Daybreak Mill doesn't see the large flour and baking brands as her competition. Like Prefontaine advises, she's created a niche for herself in the food space. "Our brand is very personal, and that resonates with our customers. People seek us out because we are different than the big brands. We know where our products come from because we grow them and that means a lot to our target market," says Davis. For growers and processors looking to start or scale their venture like she did, she advises to be clear about the steps to grow. "Make sure that



Plant your banking where you operate

Your farming operation doesn't shut down for the winter, and neither do we. Conexus offers a variety of Business Account options that fit the needs of your operation, large or small. The best part is, we understand what it's like to grow a local business; because we are one. Our decisions are made right here in Saskatchewan, by people who work and live where you do. Get ahead of the growing season, visit a branch or call the Member Contact Centre to book an appointment with a Business Advisor.

1-800-667-7477
conexus.ca/business

conexus
Credit Union

when you grow, that you're still going to love doing it. If your business is your passion, keep it that way," says Davis. "Owning a business like this is a personal journey, so ensure it's a happy one."

Buying and Selling Local

Major retailers have recognized the opportunities in locally grown and processed foods, and many work together with producers to meet this growing demand from food shoppers. Federated Co-operatives Limited (FCL) in Saskatoon prides itself on its commitment to local food, and being accessible to growers and producers. The company has an online publication—the 'local product sell to us' guide—and works with hundreds of growers and processors across Western Canada. "We're proud to be a leader in this space," says Ron Welke, FCL's Associate Vice-President of Food. The company also works with smaller manufacturers that may not have the capacity for a full retail line, but can service the Co-op Gold or Pure Gold private label lines. "Our private label brands can be easier for some processors to leverage" says Welke. "No matter the size of the producer, we're willing to meet them and see their presentations."

Sobeys Inc., works with more than 30 local Saskatchewan growers and producers through their local program at their 26 stores in the province. "Our Sobeys, Safeway and IGA stores also partner with many more growers directly on a store-by-store basis. These local partnerships exist across all of our Sobeys, Safeway and IGA stores in Saskatchewan," says Gary Hughes, Local Business Development Manager, Alberta, Saskatchewan, Manitoba and Northern Ontario for Sobeys Inc.

The Sobeys team works with local suppliers that are brought forward by their store teams and their Field Merchandising teams, who meet with local growers and suppliers at places like local farmers' markets, and within their communities. Potential suppliers are always welcome at Sobeys. "We are open to having a conversation with any supplier to discuss the opportunity for both parties. The process starts with an assessment of the potential of the product—does it offer something unique to the assortment," says Hughes. "If so, we then move to an assessment of food safety, which is our number one priority." If the product is deemed safe, Sobeys moves onto the paperwork to set up the supplier into their system. "That minimizes the administrative work for our stores when bringing the item into the store to sell," says Hughes.

Like Davis and Ward, Welke recognizes the importance of food safety and labelling. Welke notes the requirements to get on the grocery store shelf. "You'll need a UPC code, a nutrition panel and an ingredients list as a start," he says. "And, processors need to decide how they will sell to retailers—direct or through a distributor." He recommends the Food Centre as a resource to deal with these things. "The Food Centre is an excellent provider of advice and information. We have had great success working with them and their clients," says Welke.



SOBEYS VARSITY COMMON SASKATOON.
PHOTO PROVIDED BY SOBEYS



SASKATCHEWAN-MADE FOODS ON DISPLAY AT SOBEYS.
PHOTO PROVIDED BY SOBEYS.



IGA EMERALD PARK PHOTO PROVIDED BY SOBEYS

Any new food producer or processor working with Sobeys needs to ensure they meet all food safety and labelling requirements to expand into major retailers. “After that, it’s really dependant on the scale the supplier wishes to grow to and achieve,” says Hughes. “Everything is considered, from production and storage to transportation and ingredient sourcing and everything in between. The great part about working with Sobeys and our Local program is that we are willing to grow with the supplier. For example, if they can only supply two stores today and three by next month, we are able to scale with them.”


Into the Future

The Food Centre sees great opportunities on the horizon for current and aspiring food processors. Prefontaine says that prospects lie with research partnerships, in diversification and in export. “Collaboration with local researchers is an excellent idea. Saskatchewan is home to many food and agricultural scientists working on breakthroughs that can be commercialized,” says Prefontaine. As well, diversification holds much opportunity with consumers interested in new products, such as plant-based proteins, both at home and abroad. “Growing international demand in the Asia Pacific has huge potential, as does Canada’s diverse population. The ethnic foods category for groceries has a wealth of opportunities,” he says.

Welke echoes Prefontaine’s thoughts on food consumers and food trends. He sees customers demanding more transparency and clean ingredients with good taste and quality. In addition to trends like gluten-free goods and organic foods, FCL is also seeing demand for more plant-based proteins and ‘culinary’ items. “People travel more now, and are exposed to foods from around the world,” says Welke. “That, plus our diverse population means more people are moving away from our more traditional ‘meat and potatoes’ diet.” He also advises to know your niche. “50,000 new products are launched in Canada every year, in a very crowded marketplace,” says Welke. “Being local is great, but it may not be enough to stand out. Products need to be different in a way that resonates with consumers.”

Hughes also sees the changing tastes of Canadian consumers offering new opportunities in food processing. Sobeys has seen a huge shift with consumers looking to buy more locally-produced items, and knowing and understanding the story behind the products they buy. As well, technology is changing how our food is grown and produced locally. “Our world is changing quickly, especially in technology, with innovative solutions like vertical growing that is enabling producers to grow produce, such as lettuce, in a controlled climate in a sealed space on a consistent schedule,” says Hughes. “These types of technology are going to change the way we grow and supply food as well as our dependence on imports.”

Come and Get It

Saskatchewan, with its ready supply of quality agricultural commodities, has all the ingredients for food processors to start or grow their venture. Besides the foods we grow and raise, there is assistance from governments and organizations like the Food Centre. There are grocery retailers ready and waiting to work with local producers. There are customers looking for locally-made foods for their dinner table. Mix these together, and that looks like a recipe for success. 

¹ <https://www.saskatchewan.ca/business/agriculture-natural-resources-and-industry/agribusiness-farmers-and-ranchers/market-and-trade-statistics/international-trade-and-saskatchewan-agriculture/international-trade-partners>

^{2,3} Food and Beverage Processing, <http://publications.gov.sk.ca/documents/310/93212-Food%20and%20Beverage%20Processing%202018.pdf>



CO-OP GOLD PURE SASKATCHEWAN FISH

Saskatchewan Value-Added Agriculture Incentive

This new incentive offers a 15% non-refundable tax rebate on capital investments.

Learn how this incentive will benefit your business.

saskatchewan.ca/invest

Saskatchewan 

GET YOUR GOAT

BY BROOK THALGOTT

ACTION FOODS – CHANGING SASKATCHEWAN AGRICULTURE

When most Canadians think of goats, they picture goat cheese, milk, perhaps mohair sweaters, and likely the friendly pocket nibblers at the local petting farm. In other parts of the world, however, goats are also an excellent source of protein. The meat, known as chevon, represents a huge potential new market for Saskatchewan farmers. Canada imported three million kilograms of frozen goat meat in 2017, mostly from New Zealand and Australia. Given Saskatchewan's leadership as an agricultural powerhouse, it begs the question: why are we importing meat we can easily produce at home?

Saskatoon's Action Foods is taking matters into their own hands, recognizing the opportunity in goats. CEO Bert Sutherland is working hard to build the goat industry in the province.

"Action Foods is all about goats. From the creation of breeding stock to putting chevon on the table, we're building the supply to meet the growing demand in Canada," says Sutherland. "Goats may be one answer to feeding the world one day." Action Foods buys and sells goats, both live and processed as chevon. The company also offers equipment, feed and even guard dogs for producers looking to get into the goat business. "We've created a 'Goat Pod' for new producers, that provides everything they

Did you know a goat's diet is only about 10 per cent grass? They eat nearly everything else, including weeds. They love leafy spurge—it's like licorice to them.



need to get into the business including training and marketing," says Sutherland.

Eventually, Action Foods will move into packaging processed goat meat for grocery store shelves. For now, they are concentrating on building industry capacity to meet the growing demand. "While goat is not a traditionally consumed protein in Canada, that is changing," says Sutherland. "Canada's growing ethnic foods market is looking for a safe, quality source of chevon including halal chevon, to meet a variety of consumer tastes. Saskatchewan farmers can easily meet this need." Currently, Action Foods is building markets for Canadian goat meat first in Saskatchewan then Alberta, BC, Ontario and Quebec.

As the industry takes hold in Saskatchewan, Action Foods will work at encouraging the development of a federally-regulated processing facility, able to produce chevon for export. "More people in the world eat goat meat than they do beef," says Sutherland. "Our plan is to build capacity to serve the domestic market with fresh goat meat first, but there is a huge opportunity

for export." For example, China is the largest consumer of goat meat in the world and is one of Saskatchewan's largest trading partners. An already well-established export relationship exists with the country, and Action Foods is ready to add another product to the list of Saskatchewan agricultural products headed for Asia.

"Saskatchewan agricultural producers have the initiative and the land to grow this industry," says Sutherland. "And First Nations people likely have more opportunity than anybody. They have the best land to raise goats." Action Foods provides the resources and training to help producers take advantage of this unique opportunity. **iw**

Action Foods
Saskatoon
(306) 230-8652

PROTEIN INDUSTRIES CANADA: MAKING CANADA A WORLD LEADER IN PLANT-BASED PROTEINS

BY JENN SHARP



BILL GREUEL, CEO OF THE PROTEIN INDUSTRIES CANADA SUPERCLUSTER (PIC),

It's been an eventful few months since Bill Greuel was appointed CEO of the Protein Industries Canada Supercluster (PIC), which aims to make Canada a world leader in plant-based proteins. "I'm very lucky to be part of something that we're building from the ground up," says Greuel, who was previously an assistant deputy minister for the Saskatchewan Ministry of Agriculture.

The Prairies-based supercluster is an industry-led value chain consortium of small- to large-sized enterprises. It's guided by a board of industry leaders and supported by over 120 organizations. The not-for-profit corporation is investing across the value chain, and will look at plant breeding and genomics, primary production, value-added processing, market development and access, and servicing those markets through improved traceability and logistics. Expected outcomes will be new, superior quality plant-derived foods, ingredients and feed stuffs.

Last February, PIC's proposal was chosen to receive funding under the federal Innovation Superclusters Initiative. In November, PIC signed the nearly \$153 million contribution agreement. The funding will be matched dollar for dollar by the private sector. The corporation is now laying the groundwork to create a game-changing future for agriculture in Western Canada.

Much of this groundwork is related to backend administrative work: forming intellectual property and data management strategies, establishing

financial controls and hiring staff. A two-phase project evaluation process is under development. An independent review committee is being formed to help evaluate project applications.


Greuel has also been dedicated to stakeholder engagement to identify expectations, opportunities and challenges in increasing the value-added processing sector. He says several emerging challenges would benefit from pre-competitive research. For example, increasing yellow peas' protein content has downstream effects for the value chain. "The same could be said for decreasing the fibre content in canola ... that increases the value of the meal and makes processing more efficient and effective," says Greuel.

Greuel referenced Western Canadian investments into protein fractionation, a process that separates pea protein and results in leftover starch and fibre. "We need to find some uses for all of these products because that changes the economics of processing. Today, starch is a low-value product," he says.

When it comes to opportunities for Saskatchewan farmers, Greuel said to compare Western Canada's canola industry with today's pulse industry. The majority of the region's pulse crops are leaving the country, unprocessed or with only initial bagging, cleaning and splitting. The canola industry was in a similar state 35 years ago when the majority of the oilseed crop was leaving Canada in a raw, unprocessed state. "Fast forward to today, we've

got several canola crushing plants in Western Canada. We are processing almost 50 per cent of our crop, we're shipping out oil, we're shipping out meal—that has direct impact on producers because it changes the economics of production," says Greuel. "I think we can imagine a pulse sector that looks like that 10 and 15 years from now."

However, Greuel said PIC is cautious about outcomes; it will not change the value-added processing sector overnight. "We're taking a long-term view with what we're doing and trying to create the markets and conditions that will bring the capital investment for increased value-added processing here to the Prairies." He acknowledged the federal government for its investment, calling it an "exciting time" for agriculture.

Contact PIC directly for help in developing an expression of interest. A series of workshops will be held this spring. For details, visit proteinindustriescanada.ca 

Contigo
Solutions

Benefits
Pension
RRSPs



Your Best Resource For Group Benefits



"Our benefits plans help to build your business' workplace culture, allows your team to realize their desired career paths and creates an environment for your business to prosper."

Contigo Solutions is a group benefits specialist providing expert services and advice to employers requiring group benefits and group RRSPs. Our name is very important to us. Contigo is a Spanish word meaning "with you". It was chosen because the name reflects our values and approach; once you become a Contigo client our support is with you every step of the way.



Jason Beaumont

Phone: 306 550 9991
Fax: 306 569 7081
Email: jason@contigosolutions.ca
Web: contigosolutions.ca

DID YOU KNOW...

Saskatchewan is home to
61.6 million
acres of farmland.¹

Saskatchewan's top
five agricultural export
markets are the
**United States,
China, Japan,
India and Mexico.**³

The province is
the world's
**number
one exporter
of canola,**
shipping canola seeds
(6.4 million tonnes), canola meal
(2.0 million tonnes)
and canola oil
(1.5 million tonnes).⁴

The total value of
agriculture and food exports
in 2017 was more than
\$13.5 billion.²



AGRICULTURE &



Food manufacturing is growing in the province, with value from goods manufactured topping **\$4 billion** in 2016, up from \$3.7 billion in 2015.⁵

Saskatchewan's \$4.3-billion food processing industry employs over **5,000 people** at more than 300 processors.⁷

The food and beverage industry accounts for about **19 per cent** of Saskatchewan's total manufacturing and processing output.⁶

The province produces **90 per cent of lentils, 48 per cent of dry peas and 99 per cent of chickpeas** grown in Canada, and exports 41 per cent of the world's lentils and 36 per cent of the world's peas.⁸

FOOD PRODUCTION

^{1,2,3,5}Agricultural Statistics Pocket Reference, January 2019 <http://publications.gov.sk.ca/documents/20/83874-Ag%20stat%20Dec%202018.pdf>

^{4,8}Food Ingredients Industry, <http://publications.gov.sk.ca/documents/310/93213-Food%20Ingredients%20Industry%202018.pdf>

^{6,7}Food and Beverage Processing, <http://publications.gov.sk.ca/documents/310/93212-Food%20and%20Beverage%20Processing%202018.pdf>

PROVINCIAL FUNDING PROGRAMS FOR VALUE-ADDED PROCESSING

BY JENN SHARP

Thinking about entering the value-added processing space? These programs are available to entrepreneurs looking to start or grow an agribusiness in Saskatchewan.

Product 2 Market: Value Added¹

- Promotes development and expansion of small-to medium-sized enterprises
- Up to \$100,000 per company, per year for agri-business product development and marketing of value-added products
- Funds will cover 50 per cent of eligible expenses

Saskatchewan Lean Improvements in Manufacturing (SLIM)²

Saskatchewan Lean Improvements in Manufacturing (SLIM)²

- Funding assistance to agri-businesses for adoption of best practices, new technologies and processes that improve productivity and efficiency
- Up to \$20,000 for efficiency analysis and up to \$500,000 for infrastructure projects
- Funds will cover 50 per cent of eligible expenses

Saskatchewan Value-added Agriculture Incentive³

- A non-transferable 15 per cent tax rebate on capital expenditures that make a minimum \$10 million capital investment for newly constructed or expanded value-added agriculture facilities in Saskatchewan



Agriculture Development Fund⁴

- Supports growth of Saskatchewan's agriculture industry by developing solutions to emerging problems that constrain production and value-added processing
- Eligible projects include using Saskatchewan agricultural products as ingredients for food and bioproducts
- \$15 million in funding available annually

Saskatchewan Commercial Innovation Incentive⁵

- Lowers provincial corporate income tax from 12 to six per cent for 10 years for corporations that commercialize qualifying intellectual property in Saskatchewan.
- Open to any company in any sector anywhere in the world, regardless of where or when the R&D for the qualifying intellectual property occurred
- First of its kind in North America—applies to wide variety of intellectual property types

References

¹<https://www.saskatchewan.ca/business/agriculture-natural-resources-and-industry/agribusiness-farmers-and-ranchers/canadian-agricultural-partnership-cap/value-added-agriculture-and-agri-food-processing/product-2-market-value-added>

²<https://www.saskatchewan.ca/business/agriculture-natural-resources-and-industry/agribusiness-farmers-and-ranchers/canadian-agricultural-partnership-cap/value-added-agriculture-and-agri-food-processing/saskatchewan-lean-improvements-in-manufacturing-slim>

³<https://www.saskatchewan.ca/business/investment-and-economic-development/business-incentives-and-tax-credits/saskatchewan-value-added-agriculture-incentive>

⁴<https://www.saskatchewan.ca/business/agriculture-natural-resources-and-industry/agribusiness-farmers-and-ranchers/agricultural-research-programs/knowledge-creation/agriculture-development-fund>

⁵<https://www.saskatchewan.ca/business/investment-and-economic-development/business-incentives-and-tax-credits/saskatchewan-commercial-innovation-incentive>



PROFESSIONAL PERSPECTIVES: HAVE YOUR CANNABIS AND EAT IT TOO

On December 20, 2018 Health Canada commenced its regulatory consultation for proposed amendments to the *Cannabis Act* that will introduce three new product types: “edible cannabis”, “cannabis extracts” and “cannabis topicals”. Once proclaimed into force, these amendments will result in new cannabis-based food, beverage and cosmetic products anticipated across Canada no later than October 2019. In this article, we briefly highlight key regulatory requirements to these new cannabis-based products.

Currently, Schedule 4 of the *Cannabis Act* sets out the following classes of cannabis: dried cannabis, fresh cannabis, cannabis plants, cannabis plant seeds and cannabis oil. These classes have produced the smoke-based and vapor-based products now sold by Canadian cannabis retailers. The proposed amendments, however, now include new classes of:

- *edible cannabis*: products containing cannabis that are intended to be consumed in the same manner as food or drink,



- *cannabis extracts*: products produced using extraction processing methods or by synthesizing phytocannabinoids, and
- *cannabis topicals*: products containing cannabis as an ingredient that are intended to be used on external body surfaces, including skin, hair, and nails.

These new classes will give rise to edible, ingestible and topical cannabis based-products.

Similar to Health Canada's regulatory oversight of the food, beverage and cosmetic industries generally, these new cannabis classes include regulations on: production facilities, production practices and quality control, THC limits, packaging and labelling.

Production Facilities

The proposed amendments include regulations similar to those in the *Safe Food For Canadians Act* to, among other things, prevent food-borne illness. Importantly, additional regulation will be specifically established in relation to sanitation, ventilation, contamination and the development of written preventative control plans. For example, it is proposed that production of edible cannabis at a site where conventional food products are also manufactured may only be done if the edible cannabis is being produced within a separate licensed building. This proposal is intended to mitigate against the food safety and public health concerns associated with multiproduct manufacturing facilities, and to mitigate against the risks of cross-contamination between ingredients and products.

THC Limits

To reduce the risks associated with overconsumption and accidental consumption, limits will be placed on the amount of THC, both in individual servings (or "discrete units") and in a single package. Specifically, it is proposed that:


- For edible cannabis, there will be a limit of 10 milligrams of THC per discrete unit and per package. This would mean, for example, that a package could contain one discrete unit of edible cannabis that contains 10 milligrams of THC or two discrete units that each contain 5 milligrams of THC.
- For cannabis extracts, as is currently the case for cannabis oil, there would be a limit of 10 milligrams of THC per discrete unit that is intended to be ingested. In addition, there would be a new limit of 1 gram of THC in a single package.
- For cannabis topicals, there would be a limit of no more than 1 gram of THC in a package.

Packaging and Labelling

The proposed amendments maintain the core plain packaging and labelling requirements that currently apply to all cannabis products, such as the standardized cannabis symbol, health warning messages, THC and CBD content and child-resistant packaging. Additionally, packaging must also include a list of ingredients and simplified nutrition facts. Labels for cannabis edibles and extracts must also include allergen and gluten

warnings as well as a "best-before" date. Cannabis topicals must display directions for use as well as certain warnings that are currently required for cosmetic products. No cannabis product can be represented as having a health benefit or being suitable for persons with dietary restrictions.

All representations that associate a cannabis product with an alcoholic beverage will be prohibited. For example, it would be prohibited to use terms related to alcoholic beverages, such as "beer" or "wine," on cannabis products. It would similarly be prohibited for the name or logo of a company that manufactures alcoholic beverages to be used on a cannabis product. In addition to reducing inducements to use cannabis, this prohibition is felt to be necessary given the known health risks associated with the concurrent use of alcohol and cannabis.

As of writing this article, the proposed amendments are not law, and changes may be made before final regulations are developed in 2019. 



McKERCHER LLP

Christopher J. Masich
McKercher LLP

374 Third Avenue South, Saskatoon, SK
(306) 653-2000
info@mckercher.ca
www.mckercher.ca

GOING ORGANIC IN SASKATCHEWAN

BY JENN SHARP PHOTOS PROVIDED BY WECKER FARMS

BY THE NUMBERS

2017 Organic Market Report

CANADA

\$5.4B

organic food
and non-food
market's value
(was \$3.5B
in 2012)

2.6%

organic share
of overall
food market

66%

of Canadian
grocery shoppers
purchase
organics weekly

3.2M

certified organic
acres, making
Canada 1.2%
above the world's
average organic
acreage

4,800

certified organic
producers

\$140B

Canada's domestic
agricultural
production target
by 2025

SASKATCHEWAN

915

total organic
crop producers

1,162,300

organic acres
(1 per cent of that is
vegetable production)

30

total organic
livestock
producers

37%

of Canada's
organic land is in
Saskatchewan

105

organic
processors

64%

of organic land on
the Prairies is in
Saskatchewan

As equipment and input costs go up and profit margins become increasingly smaller, organic farming makes economic sense.

While the total amount of Canadian farms is decreasing, organic acreage was up by 45 per cent between 2011-2016.¹ As of December 2018, price premiums for organic crops in Western Canada ranged from 133 per cent for oats up to 477 per cent for black lentils.² Saskatchewan accounts for a significant portion of Canada's organic industry with 37 per cent of the country's organic agricultural land.³ At the present, supply is not keeping up with demand. "There's continued demand, both in Canada and globally, for organic food and feed products and we just don't have enough producers to fulfill that need," says Marla Carlson, executive director of Sask Organics. "I think (the industry) is going to grow as quickly as people can transition."

Joe Wecker owns Wecker Farms with his family southeast of Regina. They grow a

variety of organic crops and operate an on-site seed cleaning and processing facility. He has witnessed the growing demand for organics first hand. "We've been overwhelmed with the demand that's out there—there's 10 guys lined up and I can only supply one," says Wecker.

To be labelled and sold as organic, agricultural products must be certified according to the Canadian Organic Standards. To become certified, land must be managed organically for 36 months prior to harvesting the first organic crop. That time is called the transition period and it is challenging. The crop must be sold at conventional prices and the land's response can be unpredictable. "But when you start getting the first organic crops on to the market, that's when it gets better and better," says Wecker.

He's transitioning their 10,000 acres to organic over six years. "When you cut out your chemicals and your fertilizer—you don't know what to expect. You can't just risk it all. You put your whole farm at risk," he says. He plants rye and peas, and alfalfa for seed production during the transition period. The alfalfa has been an outstanding crop, especially going into the first organic year, as it leaves the soil full of nutrients.

Wecker said the feeling of taking off their first organic crop was "amazing." "There's no quick fix. You have to work with nature and then at the end of the year, you're happy that you have a really good crop that your customer wants and pays you a premium for it."

Wecker is one of few in the province combining regenerative techniques (which focus on soil health to create nutrient-dense plants) with organic farming. Thanks to these practices, he doesn't have as many of the challenges others may face during the transition years as he's cut down on inputs. He seeds cover crops right after harvest, "to feed the soil biology with green roots and pump sugars down into the soil."





It's a Marshmallow World in the Winter.

Reserve your getaway this season at the perfect spot.

resortatcypresshills.ca
(306) 662 4477
info@resortatcypresshills.ca
facebook.com/TheResortCH
@TheResortCH

Wecker is not the only with a large organic operation in Saskatchewan. Travis Heide runs what will become Canada's (and possibly North America's) largest organic farm. He and his business partner, Robert Andgelic of Calgary's Andgelic Land Inc., own 40,000 acres in east central Saskatchewan. The land is being transitioned to organic; Heide's goal is to have it finished by 2020.

If you're interested in organic farming, Sask Organics can help guide you and connect you with a mentor. "I think it's important not to paint too rosy a picture but to recognize the opportunity and work with others who have been down that road," says Carlson. Check saskorganics.org for upcoming workshops on transitioning to organic grain farming, and visit *Farmers' Table* at farmerstable.localfoodmarketplace.com and *Local & Fresh* at localandfresh.ca to buy products from Saskatchewan farmers.

iw

Follow Jenn Sharp on Twitter @JennKSharp and Instagram @flatoutfoodsk.

References:

¹<https://www.ota.com/resources/market-analysis>

²<https://organicbiz.ca/organic-price-quotes-late-december-3/>

³<https://www.ota.com/resources/market-analysis>

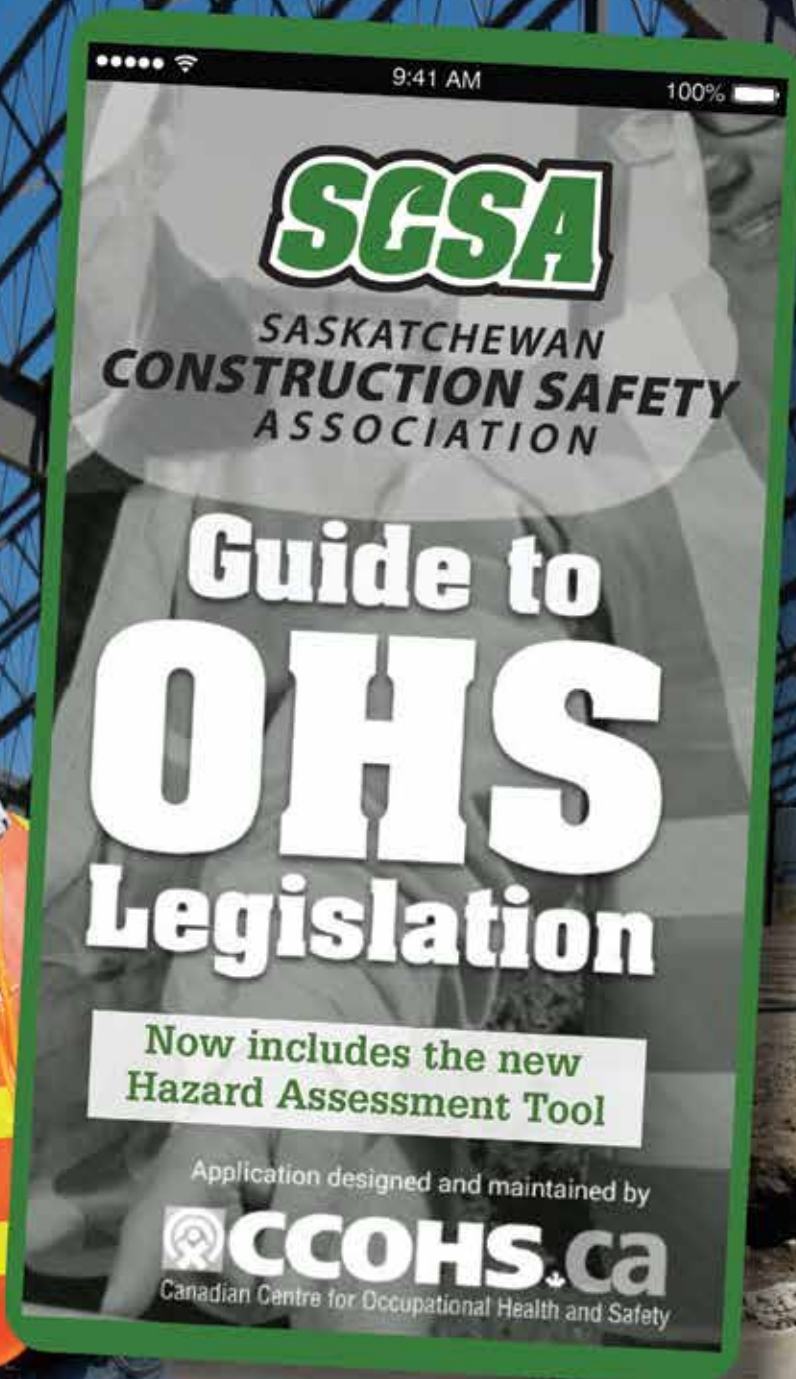


There's an App for That

Download the app from
either the Apple or
Google app stores



*(simply search SCSA using
each store's search tool)*



Constructing
Safety
Leadership



**SASKATCHEWAN
CONSTRUCTION SAFETY
ASSOCIATION**



SCSAONLINE.CA

REGINA | 498 HENDERSON DRIVE | S4N 6E3 | T: 306.525.0175 | F: 306.525.1542 | 1.800.817.2079
SASKATOON | 2606 KOYL AVENUE | S7L 5X9 | T: 306.652.0907 | F: 306.652.0923

PARTNERS IN SAFETY: PARTNERSHIPS, LEADERSHIP AND INJURY PREVENTION

BY SCSA STAFF



PRODUCTION SCSA'S VIRTUAL REALITY SAFETY TRAINING TOOL FOR HAZARD ASSESSMENT

2018 was a year of significant change and advancement for the Saskatchewan Construction Safety Association (SCSA) and its members. "Strategic alliances with the Saskatchewan Polytechnic School of Construction, the Saskatchewan Junior Hockey League, Saskatchewan Safety Council, WorkSafe Saskatchewan and others, were strengthened this past year—helping to further extend and integrate our message of injury prevention and safety leadership throughout the province and that is a big win for us," says SCSA President, Collin Pullar. It is estimated that preventable injuries cost the provincial economy \$1.1 billion each year.

Two partnerships that will potentially impact how future construction industry leaders and the workforce think about safety were the ones reached with Saskatchewan Polytechnic and with the Saskatchewan Safety Council. The partnership agreement with Saskatchewan Polytechnic will see students registered in the School of Construction receive Safety Construction Orientation Training (SCOT®) at no cost. At the high school level, SCOT is being offered to students at no cost through the Saskatchewan Safety Council's Career Safety Education programming and through SCOT for Schools. SCOT is recognized throughout the construction industry as a base safety orientation in the residential, commercial, and industrial sectors.

A new partnership with White Rabbit VR, a division of Twisted Pair Productions saw the development of 360 degree Virtual Reality experiences for the safety training environment in Saskatchewan. "One of the cool things about this partnership is that virtual reality takes the way we teach—in the classroom, on the work site, in demos—to a whole new level," explains Pullar. "Our Board is excited to bring these tools to the industry. This changes the game for us in so far as building stronger impressions in learning. It gives the user experience in navigating dangerous situations in the construction environment in a safe way."

The partnership that was formed in 2017 with the Saskatchewan Junior Hockey League (SJHL) helped to not only put the SCSA in the rural communities where their members are, but also where those business owners, and the people who they employ in the construction industry, spend their time during the winter months...in the local hockey arena. Over the course of the 2018-2019 season, the SCSA will be running a series of safety messages on the digital displays in each of the 12 communities that host SJHL teams.

According to the Saskatchewan Workers' Compensation Board (WCB) since 2008, this province has realized an overall drop of 48.6 per cent in injury rates. 2017 marked the second year in a row, 88 per cent of Saskatchewan employers had zero injuries. More than 57 per cent of WCB rate codes had lower total injury rates in 2017 than in 2016. WCB Chairperson Gord Dobrowolsky credits the injury prevention efforts of workers, employers and safety partners around the province, like the SCSA, with the decrease. **iW**

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 20, 1995 the SCSA is, and has been since inception, committed to injury prevention. Serving almost 10,000 member companies, with business offices in both Regina and Saskatoon, the major business units of the association are Advisory Services, Business Development, Corporate Services, Program Services and Training. The mission of the SCSA is constructing safety leadership in Saskatchewan and the vision is to create the safest construction environment in Canada. For more information visit, scsaonline.ca


NORTH RIDGE DEVELOPMENT CORPORATION: SAFETY FOR EVERYONE, EVERY DAY

North Ridge Development Corporation recognized the need for a comprehensive safety program 15 years ago. "Our owner saw how a friend's company was impacted by the workplace death of an employee, and realized quickly that North Ridge needed to step up its safety program," says Errol Fisher, Vice-President, Operations at North Ridge. "We engaged with the Saskatchewan Construction Safety Association (SCSA) to start the process of developing our program with the end result to achieve COR® Certification."

The company set to work on becoming Certificate of Recognition (COR®) Certified, a process that took some time to complete. However, North Ridge saw benefits from their safety commitment from the very start. "For us, safety was part of professionalism for the entire organization," says Fisher. "Our approach to safety spread quickly through the company and to our trades." Tradespeople work for many different construction firms, and word about North Ridge's philosophy on health and safety made its way onto other job sites. "We'd like to think we were part of the peer pressure that drove other companies to focus more on safety, also," says Fisher.

North Ridge became an active member of the SCSA, with employees serving on the board and committees across the province. The company's initiatives and actions on safety in the workplace led them to industry recognition in 2017. North Ridge was awarded the SCSA Corporate Leadership in Safety Award, and the Safety Practitioner Award for their employee, Jason McLeod. The accolades are much appreciated by the company, "and we are proud to be a safety promoter in Saskatchewan," says Fisher.

Today, the North Ridge philosophy on safety is simple yet meaningful. The company is committed to a safe workplace for every person who works for North Ridge, or works with them. And, North Ridge also innovates to better address safety on their jobsites. To keep our workers safe when working 2, 3 and 4 stories off the ground on decks, we figured out a way to tie them off using an eyebolt that can sustain weight if a fall occurs. It's efficient, safe and now, many other builders are using the same method."

North Ridge credits its long time relationship with the SCSA to their success with their safety program. It's been a good partnership on both sides. "The SCSA supported us in moving forward 15 years ago, and still does today," says Fisher. "Our goal, like theirs, is Mission Zero. No injuries, no deaths. Zero means zero for us." 

North Ridge Development Corporation

3037 Faithfull Ave.
Saskatoon
(306) 242-2434

385 Maxwell Crescent
Regina
(306) 352-5900
northridge.sk.ca



FIVE PRINCIPLES FOR SOIL RESTORATION: REVITALIZING THE CARBON CYCLE

BY DUSTIN HILDERMAN

In our new Feature series, "A Closer Look", we take a deeper dive into a specific topic relevant to our issue's theme. This time, Dustin Hilderman is taking a look at soil, and the importance of the carbon cycle. Even if you're not a farmer or working in the agricultural industry, you'll likely find it interesting—we did.

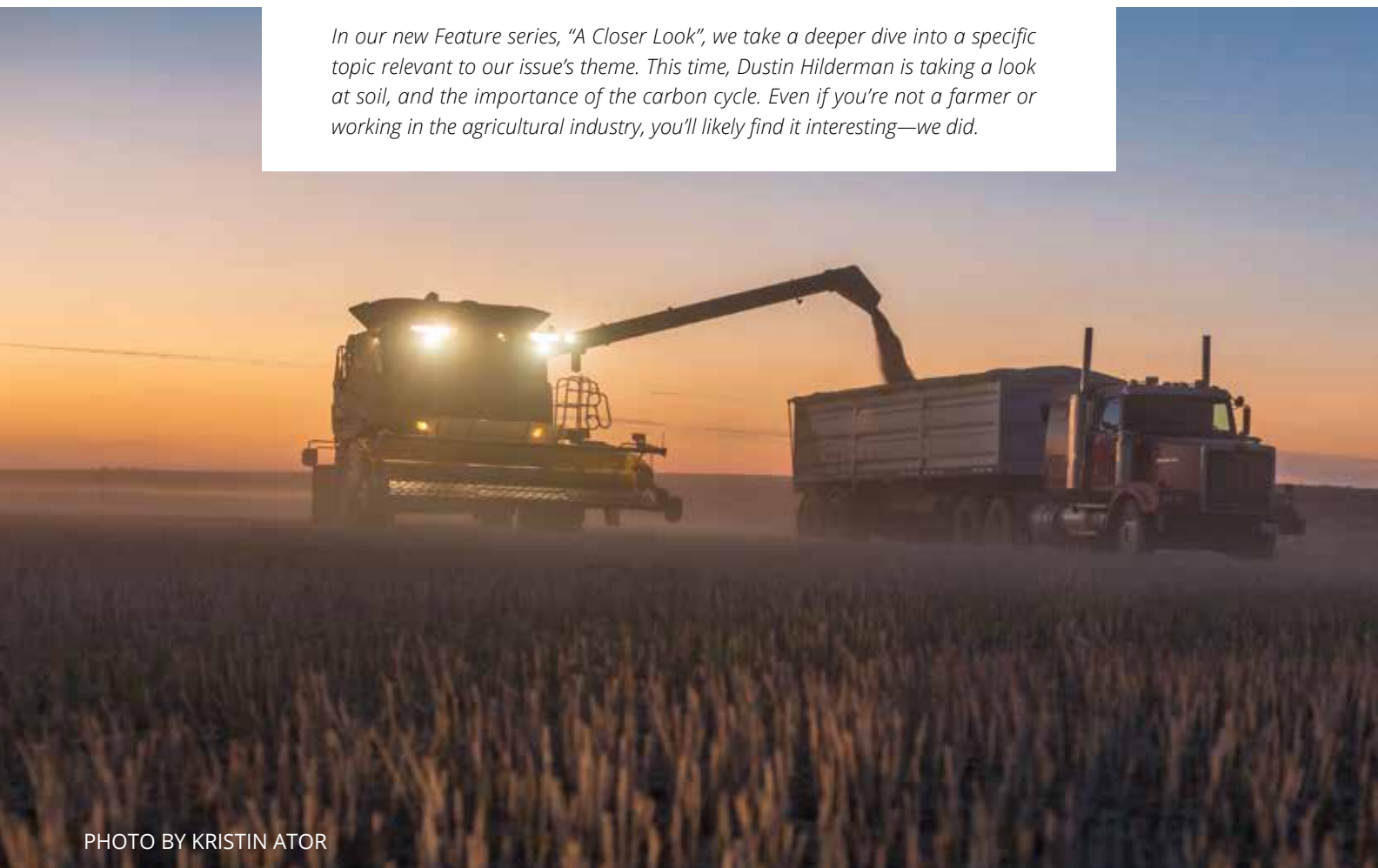


PHOTO BY KRISTIN ATOR

Just a few generations ago, when the prairies were first broken, pioneering farmers were able to produce good yielding, high protein crops without the addition of synthetic fertilizers. However, years of conventional farming practices like monocropping and heavy tillage have interrupted natural regenerative processes—carbon, nitrogen and water cycles—which restore soil fertility.

As a result, farmers and gardeners alike, have had to increasingly rely on synthetic applicants and invasive farming techniques which focus on control—control of nutrient levels in the soil (synthetic fertilizer and soil sampling), control of biodiversity (tillage, herbicides, pesticides and fungicides) and control of water

(irrigation). However, nature is fickle. Attempting to micromanage soil health through modern technology is becoming increasingly expensive and financially risky—particularly, if mother nature decides not to play fair.

In an effort to promote land rejuvenation and increase soil health, many researchers are now suggesting a more symbiotic approach to land management.

Enter the carbon cycle. In its simplest form, the carbon cycle (as it relates to agriculture) begins with plants drawing carbon from the atmosphere, processing it into organic compounds and depositing (sequestering) organic carbon in the soil. This organic

carbon provides a number of functions necessary for the structural, physical, and biological health of soil.

As many conventionally farmed soils produce a net loss of carbon—meaning more carbon is taken off the land in the form of seed, straw or silage than monocrops are able to sequester back into the soil—establishing a healthy carbon cycle is central to this approach. According to Dr. Christine Jones, soil ecologist and founder of amazingcarbon.com, “the solution lies in the adoption of management practices that increase levels of stable carbon in the soil ... when levels of soil carbon increase, so too does organic nitrogen.”

Dr. Jones offers five basic principles for carbon sequestration in soil restoration.

1. Green is good—and year-long green is even better.

As noted by Jones, “every green plant is a solar-powered carbon pump.” Plants draw in CO₂ from the atmosphere and process it with water and sunlight to produce organic compounds, which eventually make their way into the soil where the organic carbon provides a variety of services for a healthy microbial community. The greener foliage on the cropland, the more organic carbon being deposited into the soil.

On the flip side, bare soil leaches stored organic carbons back into the atmosphere. Jones warns, “If you can see the soil it is losing carbon—and nitrogen!”

2. Microbes matter.

There is an entire complex ecosystem thriving in the soil. Just under the surface, hundreds of species of microbes are at work, building soil aggregates, transporting nutrients and protecting their host from various pests.

One microbe in particular, mycorrhizal fungi, is the star of the show. This fungus establishes nutrient networks which it uses to tap into soil-locked nutrients—organic nitrogen, phosphorus, sulfur, calcium, copper, zinc and more—which the network then exchanges for organic carbon, thus moving carbon collected in the atmosphere into the soil.

3. Diversity is not dispensable.

As each plant produces its own blend of organic compounds, diversity above ground quite literally feeds diversity below ground. Multiple root types break up hard packed soil and host different types of microbes. In turn, these microbes improve soil structure and protect the plant from pests and disease.

Jones goes on to argue that, “the belief that monocultures and intensively managed systems are more profitable than diverse biologically-based systems does not hold up in practice. Monocultures need to be supported by high and often increasing levels of fertilizer, fungicide, insecticide and other chemicals that inhibit soil biological activity.”



PHOTO BY KRISTIN ATOR

FLEXIBLE LEARNING

Practical skills and career advancement are within your reach.



ONLINE



DISTANCE



EVENINGS
AND WEEKENDS

PART-TIME, SHORT-TERM AND CUSTOM TRAINING ALSO AVAILABLE.



1-866-467-4278
saskpolytech.ca/flexible

4. Limit chemical use.

A healthy mineral cycle is part of a healthy soil ecosystem. Jones claims that an established mycorrhizal network can supply up to 90 per cent of the nitrogen and phosphorus that plants require. While it may feel counterintuitive, too much synthetic fertilizer can actually inhibit soil rejuvenation.

For example, the presence of synthetic fertilizer reduces the liquid carbon deposited in the soil as the plant has easy access to nitrogen and phosphorus and no longer needs to rely nutrient exchanges with microbial communities. In other words, spoon-feeding the plant starves the microbes.

As synthetic fertilizers are becoming increasingly expensive, farmers are looking to reduce input costs while maintaining productivity. Learning to exploit natural mineral cycles is a good option.

5. Integrate animals.

The integration of animal grazing to cropland has numerous benefits for both animals and soil. Beyond the obvious benefits of free fertilizer and additional pasture land, controlled animal grazing also increasing the amount of organic carbon transferred to the soil.

Jones notes that as long as 50 per cent of the green leaf is maintained, the photosynthetic capacity of the plant is sufficient to allow “the rapid restoration of biomass to pre-grazed levels.” This principle is visible on your front lawn—grass grows the fastest just after it is cut. Rapid plant growth requires nutrients. The quicker the growth means the more frequently the plant exchanges nutrients with microbes. The more frequent the exchange, the more organic carbon is deposited in the soil.

Ultimately, as Jones notes, “the carbon, nitrogen and water cycles are intrinsically linked. It is not possible to change one with changing all three.” This means taking steps to improve the efficacy of any one cycle should have positive repercussions on the other two. For example, selecting broad leaf cover crops with deep root systems will help break up hardpan soil and increase water infiltration while the addition of green leaf sequesters organic carbon into the soil, which in turn feeds the microbial community.

As more and more “cost saving” technology enters the market, learning to exploit the symbiotic nature of the soil ecosystem, may be the best way for farmers to reduce input costs while maintaining productivity. 

Reference

Jones, Christine (2018) Light Farming: Restoring carbon, nitrogen and biodiversity to agricultural soils. Conference Proceedings: No-till on the Plains 2018



Get *Industry West* delivered to your mailbox -free.

Sign up for your own complimentary subscription, and you'll receive every issue delivered to your office.

Visit industrywestmagazine.com/subscribe today.



“SMALL” BUT MIGHTY

- BIOMED RECOVERY & DISPOSAL LTD., THE BIOHAZARD PROFESSIONALS

BY BROOK THALGOTT PHOTOS BY DAVID CARTER PHOTOGRAPHY

**MADE-IN-SASKATCHEWAN TECHNOLOGY AND MADE-IN-SASKATCHEWAN
PRODUCTS, SOLD AND SERVICED BY LOCAL PEOPLE WITH A LONG, PROUD HISTORY.**

For most people, waste disposal isn't something we give much thought to, especially when we're in a medical office, pharmacy or hospital. Luckily, there is a local company that cares a lot so we don't have to, and they're working in ways you would never imagine. For more than 25 years, Biomed Recovery & Disposal Ltd. (Biomed) has been providing Saskatchewan with biohazardous waste disposal and management services. The company serves every hospital in Saskatchewan, proudly offering greater capacity, groundbreaking products and cutting-edge technology that is second-to-none, far ahead of well-known multinational corporations working in the same field. “We may be seen as a small local service provider, but nothing could be further from the truth,” says Cam Willett, Vice-President Sales & Marketing. “We’re a leader in our space, always ready and available with the products and services needed for any situation.”



The company processes all four kinds of waste—general medical waste (items such as needles and scalpels), anatomical waste (blood and biologicals), pharmaceuticals (expired and unneeded drugs) and cytotoxic waste (cell altering products, such as cancer treatment waste). “We are the only company in Canada creating and using new technology for biohazard waste disposal,” says Willett. “Through our proprietary processes, we’re able to safely render all biohazards sterile, inert and safe for the landfill.” In recent years, the company worked with the Saskatchewan Ministry of the Environment to develop safer, more efficient technology to handle pharmaceutical and cytotoxic waste. “Incineration is the old way of handling biomedical waste, especially for cytotoxic waste,” says Willett. “So, we worked with the government to make it much, much better.” It’s technology right here at home that is far ahead of companies much larger than Biomed—impressive, indeed.

The Biomed team is also at the forefront of product development for disposal units. Their 72L needle disposal unit was designed with the City of Saskatoon, creating a unit that had the capacity and safety required for anyone using the product. Now found in 23 sites across Saskatoon, it’s also caught on across the country. Newly redesigned for 2019, the unit (plus everything made by Biomed) is manufactured in Saskatchewan. “Our Regina warehouse is capable of assembling everything we design,” says Willett. “And, our products and services are supported by our

in-house sales and service team. When you call us, you’re talking to someone that lives and works here.”

Biomed also has two waste management plants in Aberdeen with over 30,000 ft² of floor space and the capacity to process all types of biohazardous waste from around the province, plus room for more. “Our plants can handle all waste created within Saskatchewan, and we also service contracts as far away as British Columbia,” says Willett. “We can assist with waste management from across the country. Our plants can easily handle multiple times the volume of waste that we process now.”

Biomed Recovery & Disposal Ltd. is a Saskatchewan success story grown over time with great care and attention, committed to the health and safety of our province’s patients, medical professionals and our communities. With a dedicated 30-plus team of professionals, Biomed Recovery & Disposal Ltd. is ready to serve now, and in the future—and always proudly one step ahead. **iW**

Biomed Recovery & Disposal Ltd.

105 Industrial Drive
Aberdeen
(306) 253-4476
1-866-288-3298
biomedwaste.com



GLYPHOSATE AND THE COURT OF PUBLIC OPINION

BY DUSTIN HILDERMAN

In August 2018, a California man sued Monsanto, claiming that their glyphosate-based weed killer Roundup™ was responsible for causing his cancer—non-Hodgkin's lymphoma. A jury of his peers agreed and he was awarded \$289 million. By September 2018, the number of outstanding court cases against Monsanto had risen from 5,200 to 8,000. While Bayer AG—the company that recently purchased Monsanto—had the damages cut to \$78.6 million in October on appeal, saw their stock values plummet nearly 10 percent.¹

However, this court case has come under heavy scrutiny by critics who argue that a decision made by a jury of average citizens does not equate scientific consensus. In fact, this new legal

precedent is at odds with a large body of scientific work which claims that glyphosate is safe when applied using appropriate precautions—though some of these results are also contested.

Patented by Monsanto in the 1970s, glyphosate is the active ingredient in several publicly available herbicides such as Roundup. The chemical is designed to block a specific enzyme found only in plants, leaving animal life unaffected. By itself, glyphosate is said to have a very low level of toxicity and is generally considered safe when applied properly.

Glyphosate is used for a variety of agricultural applications but its usage ballooned in the 1990s with the introduction of

Health Canada has rejected arguments that glyphosate is cancer-causing if the products are used properly. The Pest Management Regulatory Agency reviews herbicides every 15 years and looked at more than 1,300 studies during the process. In 2017, that review was completed, concluding glyphosate was safe.

However, eight objections were filed after the 2017 decision, with claims that some of the evidence used was influenced by Monsanto. Health Canada undertook another review with 20 scientists not involved in the initial process. On January 19, 2019, Health Canada rejected the arguments against glyphosate again, and hold that the ingredient is safe, if used and labelled appropriately.²

glyphosate resistant crops like soybeans, corn and canola. Notably, it is the widespread and almost ubiquitous use of glyphosate in modern agriculture that has turned the public spotlight on the chemical, with some concern about the long-term effects on human health.

On the farm, glyphosate has helped revolutionized modern farming practices. The product has a number of uses which has drastically increased the productivity and health of the soil. For example, glyphosate is often applied before seeding to control any early emerging weeds and volunteer plants. Historically, this was only possible through heavy tillage and turning the soil over and over again, a practice which leaves precious topsoil naked and exposed to wind and water erosion. As

such, glyphosate has allowed farmers to adopt less invasive seeding techniques, like zero-till seeding, which help protect the land.

Given the public nature of the glyphosate debate, it's not hard to see why there is so much confusion. Both sides of the debate have been accused of misleading the public.

Since 2013, Dr. Stephanie Seneff, a senior MIT researcher in the fields of computer science and artificial intelligence, has been a leading anti-glyphosate campaigner. She has written numerous papers and articles on the topic based largely on statistical inferences of questionable veracity. Her claims that glyphosate is linked to the rise in autism is particularly controversial and is hotly contested. In 2014, she came under fire when she stated that by 2025, glyphosate will cause half of all children born to have autism, a claim based entirely on statistics that most experts believe is absurd.

However, glyphosate advocates have run into similar credibility problems. In spring 2017, the Huffington Post reported that Monsanto manufactured scientific results in an effort to influence the EPA.³ The allegations were based on newly released court documents, and while still unproven, they fueled public distrust and bolstered anti-glyphosate campaigners. If the allegations are true, Monsanto effectively shot themselves in the foot by casting doubt on research that argues glyphosate is safe.

As the public debate around glyphosate continues to grow, a number of academic bodies, agricultural organizations and environmental rights groups are all weighing in. As a result, a number of reputable organizations produced conflicting conclusions which only fuels public confusion. In 2017, The US Environmental Protection Agency (EPA) published results which claim glyphosate is not likely to be carcinogenic but, the World Health Organization (WHO) recently classified glyphosate as probably carcinogenic.

Some countries have been stirred to take direct action. Though political considerations and inconsistent research results have made any move against glyphosate rather controversial and subject to intense debate. Nonetheless, numerous countries are reviewing their regulations, including:

- New Zealand – considering placing glyphosate on a hazardous substance list,
- Sri Lanka – banned glyphosate in 2014 but reversed the ban in 2018 after suffering devastating crop losses in their tea fields,
- Brazil – A federal judge placed an injunction on new products containing glyphosate in August 2018; it was overturned in an appeals court in September 2018,
- EU – in 2017, the EU narrowly agreed to license the use of glyphosate for a 5-year period after which it will be reviewed again,
- France – French President Emmanuel Macron has called to institute a full ban on glyphosate within 3 years,
- The Netherlands – banned non-commercial use of glyphosate, and
- Malta – began the process of banning glyphosate but reversed its position in 2017.⁴

Meanwhile, municipalities around the world are also taking matters into their own hands. From Chicago to Portland, dozens of cities have removed glyphosate-based products from store shelves, limiting personal use. Other communities have banned the product's use in public spaces and restricted its use in various ways.

After looking at glyphosate regulations around the world, it's fair to say that currently public perception surrounding glyphosate is very much in flux. Both sides accuse the other of cherry-picking research that fits their narrative while rejecting evidence that doesn't, all while attempting to push their own political message.



As advocates on both sides of the debate continue to mix science and politics we should only expect the fervor surrounding glyphosate to increase. If history teaches us anything, it may be unrealistic to expect the public consciousness to reach an informed scientific consensus on glyphosate; debates that enter this arena tend to be filled with passion which can get in the way of fact.

As it stands now, with a jury of average citizens providing a legal precedent and no scientific consensus on the horizon, it may be years before the truth behind glyphosate rises clearly to the surface.

In the meantime, Bayer, who has inherited all of Monsanto's pending legal cases, plans to appeal the decision made in October 2018. ^{1w}

References

¹Bayer Sags as Judge Finds Roundup Weed Killer Caused Cancer <https://www.bloomberg.com/news/articles/2018-10-22/bayer-loses-bid-to-wipe-out-first-roundup-cancer-verdict>

²Statement from Health Canada on Glyphosate <https://www.canada.ca/en/health-canada/news/2019/01/statement-from-health-canada-on-glyphosate.html>

³Monsanto Manufactured Scientific Studies And Then Used Those Studies To Influence EPA, Other Regulators https://www.huffingtonpost.com/entry/monsanto-manufactured-scientific-studies-and-then-used_us_58c95699e4b0009b23bd94d9

⁴Where is Glyphosate Banned? <https://www.baumhedlundlaw.com/toxic-tort-law/monsanto-roundup-lawsuit/where-is-glyphosate-banned/>

EYESAFE

The Prescription Safety Eyewear Program



KEEP SAFETY IN SIGHT



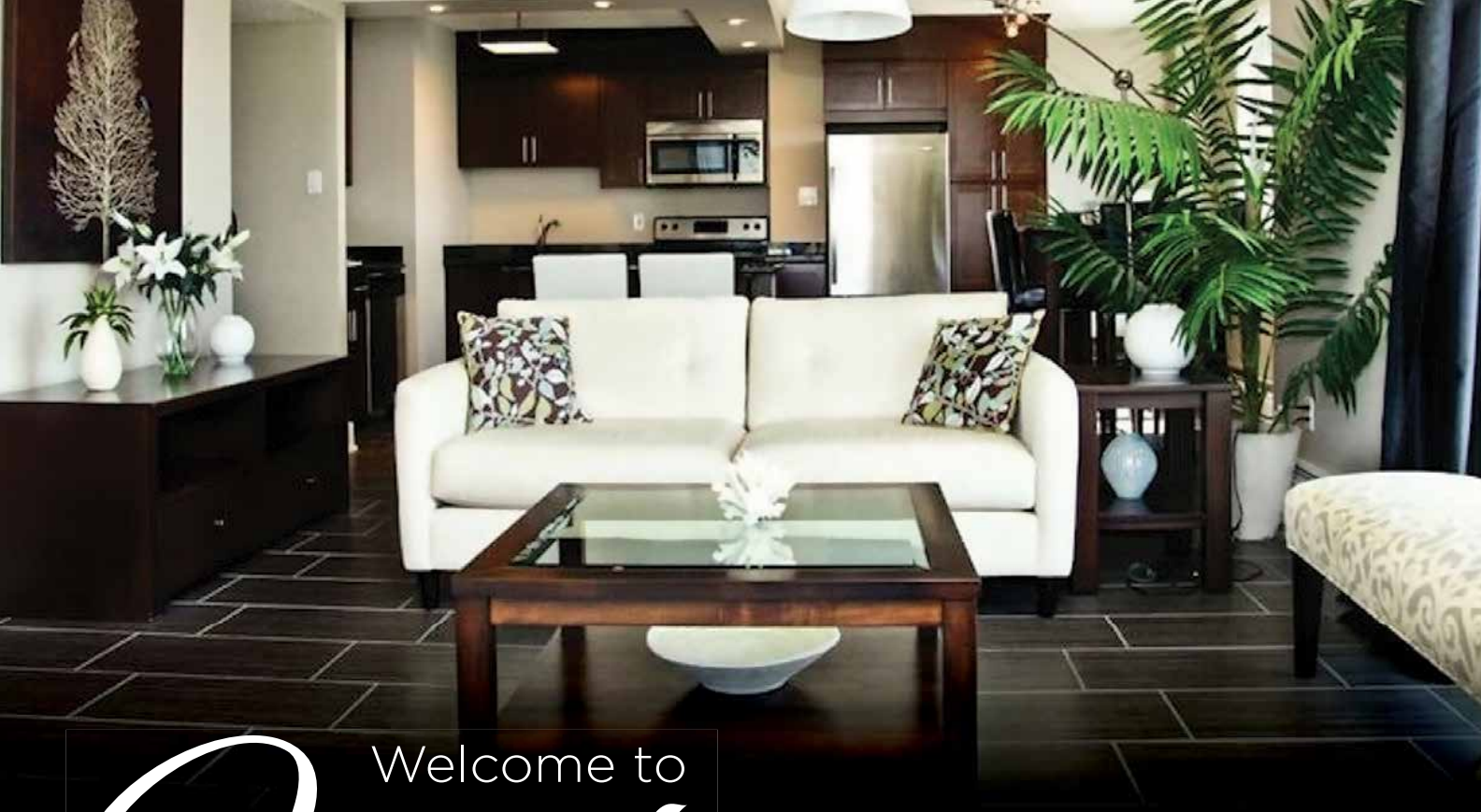
Saskatchewan
Association of
Optometrists

Eyesafe is a program with a commitment to the eye health and safety of Saskatchewan's workforce. Eye injuries are common in many industries and our goal is to help eliminate these while offering preferential pricing on all products to our clients.

ENROLL TODAY
www.eyesafesk.ca
 306.652.2069
 1.877.660.3937



eyesafe



Welcome to *York* EXECUTIVE PROPERTIES



For your short or extended stays in Saskatoon, York Executive Properties offers a leading alternative to hotels. Whether temporarily assigned on business, or relocating and need a place to stay, you can feel at home away from home in a beautiful, contemporary suite in the heart of the city.

York Executive Properties offers fully-furnished, spacious one or two bedroom suites featuring several amenities to ensure a comfortable stay, including:

- fully equipped kitchen
- in-suite washer and dryer
- housekeeping services
- workspace with free Internet access and cable TV
- surface or underground parking
- fitness club access

Please contact us at 306.229.9098 for reservations or for more information on how York Executive Properties can help make your stay in Saskatoon an effortless and hassle-free experience.



York Executive Properties
306.229.9098
www.yorkexecutiveproperties.com

ALL ABOARD – RAIL SHIPPING IN SASKATCHEWAN

BY PAUL HUBER

In 1966, Gordon Lightfoot was commissioned by the CBC to write a song for a special broadcast celebrating Canada's upcoming centennial. He wrote *Canadian Railroad Trilogy*. One of Lightfoot's most popular songs, it describes the optimism of the railroad age during Canada's early history. The song highlights the toil and sweat that it took the "navvies"—railroad workers—to construct such an immense public works project. According to Lightfoot, Pierre Berton once told him that *Canadian Railroad Trilogy* said as much on the topic as his famous books *The National Dream* and *The Last Spike*. No doubt Berton was humouring him, but it was well deserved nonetheless. What is important is that these great works exist because they serve as reminders to an incredible part of our history.

The national railroad was an incredible vision from Prime Minister John A. MacDonald. It helped create a country and entrenched a trading network that would ensure its economic health and viability. This network serves as the backbone for Canada's diverse economy. Today, Canada's freight railway industry moves more than \$280 billion worth of goods from coast to coast.¹ In 2016, it transported over 338 million tonnes of freight.²

Rail shipping has been highly scrutinized in Saskatchewan in recent years for failing to effectively get agriculture shipments to market. Record crop yields and bad weather have presented major obstacles for rail shippers, and farmers have been left sitting on product. As the two major rail companies, Canadian National (CN) and Canadian Pacific (CP) have been strongly criticized for the backlogs with CN taking the brunt of it.

In response, CN pledged \$210 million to expand and strengthen Saskatchewan's rail infrastructure.⁴ Their program includes multiple track projects to boost rail capacity and improve network resiliency across the Prairies. "We are investing for the long haul with these projects to boost capacity and network resiliency," said Doug Ryhorchuk, vice-president of CN's Western Region in June 2018. "Our investments in new double track across the Prairies combined with new equipment and more people will help us deliver superior service to our grain, energy and other customers across the province and North America."⁵

Industry West spoke to Paul Sinclair, associate professor in the University of Regina's Faculty of Business Administration about this issue. He points out that rail shipping is suffering from a lack of synergy amongst key stakeholders as well as an absence of hard data that could improve the sector's overall performance. Sinclair states, "Maritime shipping companies, railways, port authorities, transloaders, and trucking firms do not divulge container data crucial to making the whole system work. Government agencies have not bothered to ask them for it." So, the result is a lack of predictability. Within a sector with so many moving parts, mistakes happen and it is almost always the exporters that suffer.

To this point, Sinclair laments the downfall of Regina's Global Transportation Hub (GTH). In an August 2018 CBC story, Sinclair wrote, "According to the news-media version of the

CANADIAN RAILWAYS TRAFFIC MIX - 2016³





infamous land deal at the Global Transportation Hub, taxpayers lost as much as \$14 million to opportunistic land developers. In reality, the cost of the scandal could be in the billions — and the real victims are farmers.”⁶ It is very difficult for someone to dispute the value of the GTH if they truly understood what it was offering, its strategic trade purposes, and its importance for developing agriculture commodities. This cannot act as a barrier to its future success though. Intermodal facilities are key to the province’s trading success.

“A successful intermodal hub would give farmers 40 cash crops, not two or three,” says Sinclair. “A cluster of processors at the GTH expelling, extruding, compacting, pelletizing, isolating, filtering, sorting and testing raw agricultural commodities would create high-value products and by-by-products, some of which don’t currently exist.”⁷

In 2015, The Conference Board of Canada produced a report titled, *Saskatchewan’s Export Potential: The Impact of Rail Access*. Its major conclusion, not surprisingly, was that Saskatchewan will remain heavily dependent on rail infrastructure into the foreseeable future. It also stressed the importance of private companies and governments cooperating in order to facilitate this supply chain infrastructure.

Specific recommendations included:

- reducing the cost of shipping by rail to and from the province
- encouraging greater and timelier communication across the logistics supply chain
- increasing coordination with governments and infrastructure providers outside of the province
- increasing supply chain options and redundancy
- considering the full effects of legislative solutions while focusing efforts on long-term rather than short-term solutions
- determining the current capacity and the “Right Size” of on-farm storage
- determining the impact of pipeline expansion opportunities⁸

Considering that this was written in 2015, it is discouraging that these reasonable recommendations have never been undertaken. But, the point of this article is not to point fingers and find blame; it is to establish the complexity of our current trading deficits. Saskatchewan’s economy is diversifying and producers want to maximize the value of their yields.

Infrastructure is an issue for every country, but it is especially necessary for such a vast country as Canada with its productive interior. It’s made more difficult when sectors compete for it. Oil is the most lucrative resource being shipped out of the province. As such, one of the concerns is that rail shows a preference to



PATHWAYS for ENTREPRENEURSHIP

*With unique supports
for Métis Entrepreneurs:*

∞ SELF-EMPLOYMENT TRANSITION ALLOWANCE ∞

∞ BUSINESS PLAN REIMBURSEMENT ∞

∞ PROFESSIONAL SERVICES ∞

∞ FUNDING FOR TRAINING ∞

∞ WORKFORCE TRAINING ∞

∞ MILESTONE BONUSES ∞

∞ WORKSHOPS ∞

∞ MENTORSHIP ∞

1-877-488-6888

entrepreneurship@gdins.org

gdins.org/entrepreneurship



shipping it over other agriculture commodities. However, this point is refuted by CN's director of marketing for grain, David Przednowek, said in August 2018 that the idea that oil is to blame for reduced grain movement is "one of the biggest misperceptions out there", because oil only represents one per cent of CN's book of business.⁹ That being said, a report done by the International Energy Agency (IEA) predicts oil shipments in Canada will average 250,000 barrels per day in 2018 and will climb to 390,000 barrels per day in 2019.¹⁰ That is a lot of oil! So, it's understandable that there are concerns over the rail industry's ability to move agriculture commodities to market. Too bad we didn't have more pipeline capacity in this country to move our oil and offset the current demands on our existing infrastructure...

Unfortunately, we seem to be living in a time of disunity in this country. So much political rhetoric is driving public debate, and interfering with the processes that need to happen in order to address our infrastructure deficits. The more politicized an issue becomes, the unlikelier it is to be easily resolved. An interesting example of this has recently been unearthed by a Vancouver-based journalist, Vivian Krause and picked up by the CBC days ago. By investigating tax data of Canadian environmental groups, Krause discovered that millions of dollars of contributions were originating from wealthy American lobbying groups. It is a concerning revelation attracting national attention, and indicates that there are serious interests in the United States that do not want to see Canadian oil going to market.

There are forces from outside of our country and from within that present major obstacles to Canada's development. Hopefully we can continue to be innovative, adaptable, and focus on the foundations that will ensure economic sustainability in the country for years to come. This was likely the mindset of the individuals who built our national railway so many decades ago. **iw**

References

^{1,2}Canada's Freight Railways: Moving the Economy, railcan.ca/101/canadas-freight-railways-moving-the-economy/

³Delivering Canada's Amazing Products to the World, railcan.ca/101/delivering-canadas-amazing-products-to-the-world/

^{4,5}CN investing \$210 million to expand and strengthen Saskatchewan's rail infrastructure in 2018, cn.ca/en/news/2018/06/cn-investing-\$210-million-to-expand-and-strengthen-saskatchewan/

^{6,7}Farmers are the real victims of the GTH land deal, cbc.ca/news/canada/saskatchewan/farmers-victims-gth-land-deal-1.4793185

⁸Saskatchewan's Export Potential: The Impact of Rail Access, conferenceboard.ca/temp/16c9886a-25f2-4744-ad91-08894caa8408/7221_SaskatchewanRail-RPT.pdf

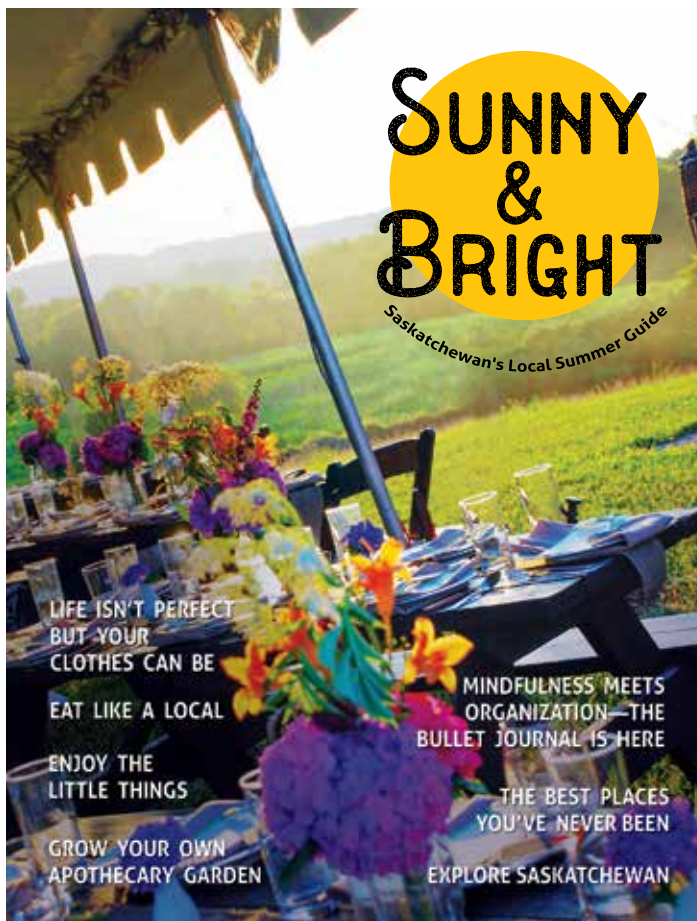
⁹Crude oil shipments by rail reaching record levels ahead of harvest, realagriculture.com/2018/08/crude-oil-shipments-by-rail-reaching-record-levels-ahead-of-harvest/

¹⁰Record oil output from US, Brazil, Canada and Norway to keep global markets well supplied, iea.org/newsroom/news/2018/march/record-oil-output-from-us-brazil-canada-and-norway-to-keep-global-markets-well-.html

Eat. Shop. Live. Love Local

SUNNY
&
BRIGHT

Merry & Bright
Saskatchewan's Local Holiday Guide



Reach Saskatchewan's consumers where they are and showcase your local business. Contact us today for your spot in our popular consumer guides. Don't wait –space is filling fast.

Regina
Bonnie Bernier
(306) 737-0566
bonnie.bernier@iwmediagroup.com

Saskatoon
Tammy Arnason
(306) 202-7647
tammy.arnason@iwmediagroup.com

CLEVER, CREATIVE AND CHEAP

BY VICTORIA RYAN

Guerrilla Marketing can
stretch your marketing budget



You might have heard the term “guerrilla marketing” before. But, what is it? And, what can it do for your business?

Guerrilla marketing is marketing activity, usually in a public place, that is disruptive, unconventional and often controversial. It may include visual illusions, or a message that cause people to stop and notice.

As advertising rapidly increased in the mid-20th century, consumers started to tune out and filter what they paid attention to. Marketers realized that they had to be clever and more creative to get noticed.

In 1984, marketing and business writer Jay Conrad Levinson published his book, *Guerrilla Marketing*, which described marketing and advertising ‘out of the box’ on a limited budget for small businesses. He used the term ‘guerrilla’ from ‘guerrilla warfare’ that contains impromptu, disruptive and surprise elements.

Guerrilla marketing originally focused on low-cost, grass-root strategies for small businesses but today it’s also used by large companies. The internet and social media allow small campaigns to quickly gain the attention of a larger audience.

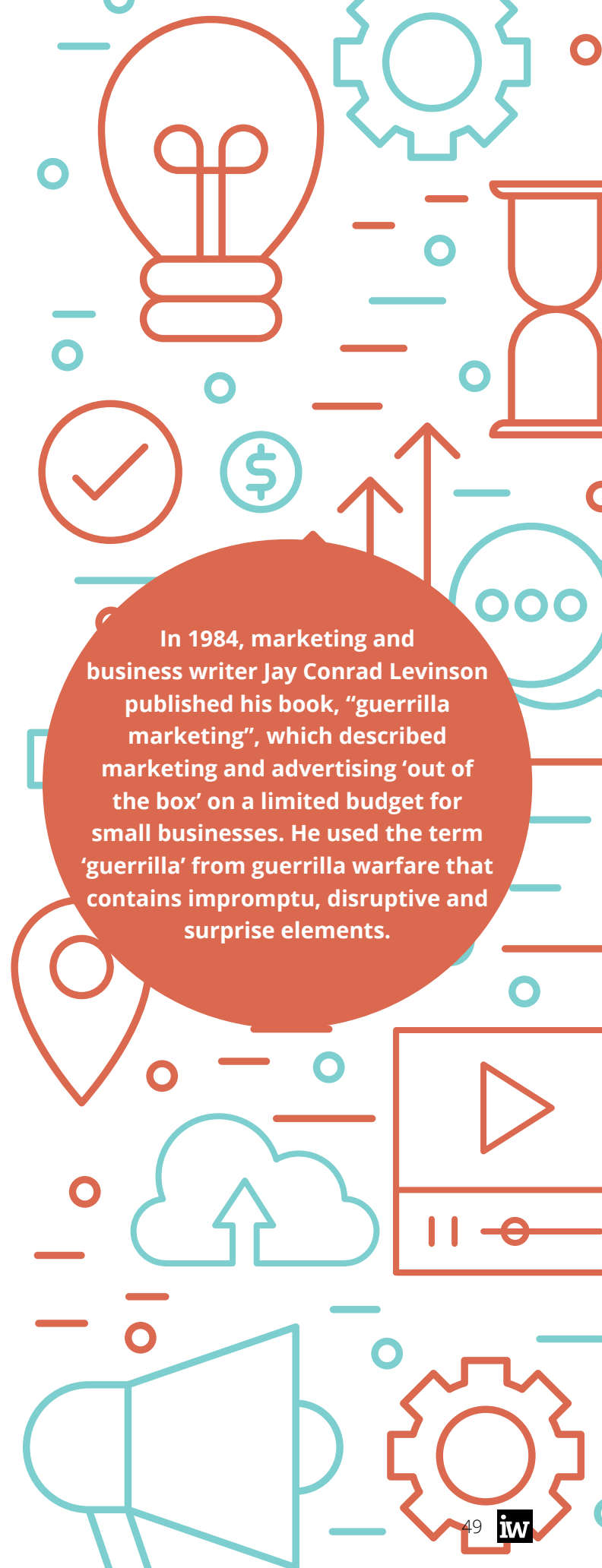
In action

A familiar example to many is Molson Coors Canada’s beer fridge. In 2013, a fridge with a Canadian flag was placed in inconspicuous locations in Europe. The only way to open the fridge (which was stocked with Molson beer), was to scan a Canadian passport. The campaign garnered massive attention and the beer fridge is now an iconic part of Molson’s advertising strategy.

Calgary’s RedBloom Salon is an example of a simple, low-cost guerrilla campaign that worked so well that it won the industry publication *Salon Today’s* Annual Marketing Program’s Award for guerrilla marketing in 2018.

Two lead stylists asked staff members of the salon why they love their job. They wrote all the responses on the salon’s windows with colourful markers. The campaign cost no more than \$40 but caught the attention of hundreds of people walking passed the salon, and reached over 13,000 through Facebook. Photos of the initiative spread on social media under the hashtag #RedBloomPhilosophy.

As with any marketing campaign, reaching the target audience is key. That is something Raising the Roof, a Canadian charity dedicated to raising awareness and finding solutions to homelessness, and its advertising agency well understand in their unconventional, thought-provoking marketing.



In 1984, marketing and business writer Jay Conrad Levinson published his book, “guerrilla marketing”, which described marketing and advertising ‘out of the box’ on a limited budget for small businesses. He used the term ‘guerrilla’ from guerrilla warfare that contains impromptu, disruptive and surprise elements.



In 2015, a large billboard was erected in an affluent Toronto neighbourhood saying that a homeless shelter would be opening on the location. The uproar was massive and immediate. People were extremely upset about a shelter being built in their neighbourhood. The next day, a new sign was unveiled in the same spot. This time it read “You told us you don’t want a shelter here. Neither do we. Support us in creating long-term solutions. Let’s end homelessness.” This campaign consisted essentially of just two billboards, but received attention by making it personal in an unexpected, unconventional way.

Be careful

However, there is a fine line to walk in this type of marketing. Guerilla marketing can backfire if you don’t plan well. That’s something Coors Light experienced in with their ‘Search and Rescue’ campaign in Toronto. Briefcases were left in public places around the city containing clues that led to various prizes. Unfortunately, one of the unattended briefcases had people call 911 which resulted in a complete road closure during rush hour. Another example of ‘guerrilla gone wrong’ was IKEA Canada’s campaign which was meant to promote IKEA’s catalogue with stenciled graffiti all over Vancouver, but that led to complaints of vandalism and violations of city bylaws.

Try it out

To get started, simple, attention grabbing techniques such as chalk on the sidewalk, a cleverly designed poster with a surprising and unique message, or public (but legal) artwork and involvement in local events are all good ideas. Other popular techniques are product giveaways and ‘reverse graffiti’ which means using an area covered by graffiti and clean it to create a visible message such as a company logo.

Guerrilla marketing can benefit small and large companies—in particular start-ups and entrepreneurs on a limited marketing budget—to create awareness about your brand or product and get people talking. Guerrilla marketing can even work for the online, digital space with online networking events, webinars, videos and contests. The power of social media and the internet allows for initiatives to spread with minimal costs.

By understanding who your target audience is, and by using creative, out-of-the-box thinking, guerrilla marketing can be an excellent way to break through the advertising clutter without spending a fortune. **iw**

CREATING A CO-OP IS NOW EASIER



Starting a co-op? There’s a lot to consider. Co-op Creator is the most straight-forward resource to get your idea up and running. And it’s free.

Visit coopcreator.ca to get started.



**CO-OP
CREATOR**

POWERED BY
co-operatives first



SERESE SELANDERS, FOUNDER AND CEO, KASIEL SOLUTIONS INC.

WEARING MORE THAN JUST YOUR **HEART ON YOUR SLEEVE**

SASKATCHEWAN'S KASIEL SOLUTIONS INC. INTRODUCES
ORA TO THE WEARABLE TECHNOLOGY MARKETPLACE
BY PAUL BURCH PHOTOS PROVIDED BY KASIEL SOLUTIONS INC.

"I've fallen, and I can't get up."

You probably remember this trademarked phrase and its cheesy commercial. 10 years before anyone could Google anything, and 25 years before Alexa could order you a pizza, wearable tech was already making a mark on the world and hoping to make people safer.

In 2013, when Serese Selanders started exploring solutions to help keep her ailing father safe, she discovered lifestyle technology hadn't been keeping pace with other technologies. "My mom had passed away and my dad got sick. Things changed for me, and I went from being the daughter to the caregiver," says Selanders, CEO and founder of Kasiel Solutions Inc.

She was stunned by the stagnation and lack of options in the industry. "The medical alert industry has been around for 40 years but hasn't changed much. It hadn't evolved," she explains. Selanders' background was entirely in the financial services industry. However, she saw a need. She gathered a team and leapt into wearable tech. Originally, Kasiel Solutions worked on a product to help seniors keep their independence and their caregivers a peace of mind.

Meet ORA, Kasiel's first product.

"We started with an app, but quickly realized that was not going to be enough. When you're in an emergency situation and need help, you need something on your person," explains Selanders. "From the app, we started looking at the hardware. We looked for an off-the-shelf solution, and we knew aesthetics was going to be important," she says. Everything they found lacked critical

features they were looking for. "With an iPhone there wasn't a way to unlock the phone from a sleep state. With Android devices, it wouldn't work if the app was off," recalls Selanders. "We realized we had to build the hardware."

She admits they thought the software was the difficult part, but they soon found out hardware has its own challenges. "Hardware is hard," laughs Selanders.


Like all entrepreneurs, adaptation has played a huge role in the survival of the company. 2019 looks to include additional growth as Kasiel is set to release a new brand specifically for the business-to-business market. "We're always in discussion, always looking for improvements. We need to continuously explore additions and improvements that consumers are requesting. One of these is a monitored solution," says Selanders.

Currently, the product provides a one-touch alert to a designated network through your phone. If the network contacts don't respond, your phone dials 911. And, ORA is looking to add ongoing monitoring to their offering.

Kasiel Solutions operates out of Saskatchewan's two incubators—Co.Labs in Saskatoon and the Conexus Business Incubator in Regina. Their team fluctuates and is spread across Canada like many tech companies are, but their core is based here in Saskatchewan. Kasiel Solutions made the conscious decision early on to manufacture and develop locally and Canadian as much as they could.

Being in Saskatchewan has helped them manage quality control, and made it easier to export to the United States. ORA adheres to North American Standards for





Wearable Technology: A Quick Look

The first wearable technology dates back much further than you might think.

The first wearable technology was introduced to the market in 1500 by German inventor Peter Henlein. He created small watches worn as necklaces.

400 years later, the wristwatch entered the marketplace and the hearing aid came not long after. The 20th century brought many advances in wearable technology, from Bond-like glasses to wristwatch calculators in the 1980s.


Google introduced Google Glass in 2013 without much success. However, activity trackers such as FitBit and smartwatches like the Apple Watch have taken off with consumers.

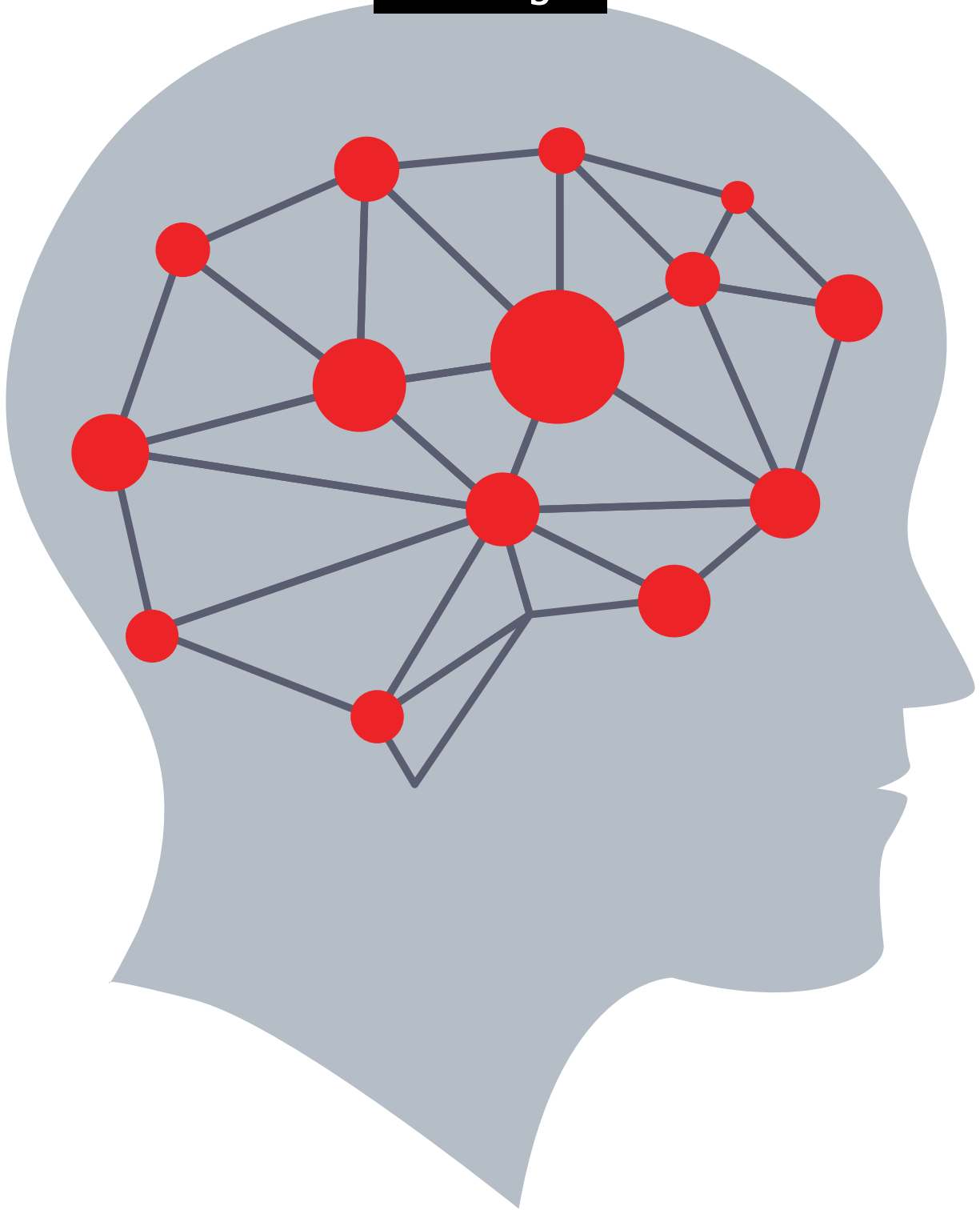
The next phase of wearable technology hitting the market involves virtual reality, with headsets such as Oculus Rift and HTC Vive.

Fashion is also entering the wearable tech space with shoes, jackets and even sports bras.

It's a brave new world of connectivity. Just ask Alexa.

Electronic Hardware Devices and the various regulations surrounding dialing 911. "The safety component of what we do adds a layer of responsibility that we have to get right. That's a barrier to entry and we don't think you're going to see a lot of companies like ours," says Selanders.

Discreet. Functional. Constantly evolving and packaged in a housing people would actually wear, ORA is helping to keep people safe across North America. With numerous patents pending, Kasiel Solutions Inc. is helping Saskatchewan technology companies keep pace with much larger, more traditional technology centres. Look out Silicon Valley—another Saskatchewan tech start-up is coming. 



ADDRESSING WORKPLACE PSYCHOLOGICAL **HEALTH** **AND SAFETY**

BY WCB COMMUNICATIONS

Over the last three years, the Saskatchewan Workers' Compensation Board (WCB) has seen a 75 per cent increase in the number of psychological injury claims accepted. While psychological injury claims only equate to a small percentage of all workplace injury claims accepted, the increase in the rate of acceptance is concerning.

In response, WorkSafe Saskatchewan – the WCB's partnership with the Ministry of Labour Relations and Workplace Safety – has signed a partnership agreement with the University of Fredericton (UFred) to provide Saskatchewan employers with access to online training and resources to help create psychologically healthy workplaces.

"At WorkSafe Saskatchewan, we saw a need to provide employers with additional resources to help them create a psychologically healthy work environment for employees," said Kevin Mooney, Director of Prevention at the WCB. "The expertise of the University of Fredericton faculty and the training courses made available will be invaluable to Saskatchewan employers."

Through its partnership with UFred, Saskatchewan employers have access to resources to help them establish systems and programs that protect the psychological health and wellness of their employees. Among these resources include online psychological health and safety certificate programs at the basic, advanced and manager level.

"Our focus at WorkSafe is to prevent injuries from happening in the workplace," said Mooney. "One of the ways that we do this is by connecting employers with resources that will help to build a culture of safety – both physical and psychological."

In addition to the resources in psychological health and safety, the partnership between UFred and the WCB will also provide course modules focused on enhancing workplace resiliency to cope with and manage common stressors.

The resource-rich content of the resiliency course provides practical approaches for employees to lead a psychologically safe work environment and identify how to respond and manage situations where an employee is struggling.

"When we think about resiliency, we often think about the usual factors such as sleep, diet and exercise," said Mooney. "The UFred resiliency course addresses these factors and provides other practical self-help tools related to cognitive behavioural therapy, emotional intelligence and positive psychology."

For UFred, working with the Saskatchewan employers will help to expand the university's body of research around psychological health and safety in the workplace.


"Since the launch of the National Standard for Psychological Health and Safety in the Workplace in 2013, UFred has been actively engaged in developing educational programs that help Canadian employers protect the psychological safety of their workers," said Dr. Sheri McKillop, Vice President of Academics at the University of Fredericton. "We are thrilled to partner with the Saskatchewan WCB in both research and program offerings, and look forward to the positive impacts that the resources created through this partnership will have."

In addition to its new partnership with UFred, WorkSafe hosted a one-day learning event in December in Saskatoon, bringing together mental health experts from across

the country. Mary Deacon, Chair of Bell Let's Talk, and Dr. Rakesh Jetly, Head of the Centre of Excellence in Mental Health, were two of keynote speakers drawing a crowd of over 325 registered attendees.

"The response to our learning event shows the need with employers to offer resources of this nature," said Mooney. "This event, paired with the resources being made available by the University of Fredericton, will serve as a foundation for employers in the province to become educated on the importance of a positive workplace environment for employees and provide the tools to establish and promote a psychologically healthy and safe workplace."

To register for the online training courses made available to Saskatchewan employers through the University of Fredericton, visit the WorkSafe Saskatchewan website at www.worksafesask.ca.

For resources on how to prevent all workplace injuries, employers and workers can reach out to their industry safety association or visit the WorkSafe Saskatchewan website at www.worksafesask.ca. 



WorkSafe™
S A S K A T C H E W A N

Work to live.

TRUSTED TO DO WHAT YOU'RE BEST AT

BY BROOK THALGOTT PHOTO PROVIDED BY BMO BANK OF MONTREAL



BMO BANK OF MONTREAL HELPS FARMERS IN THE GOOD TIMES, AND THE NOT-SO GOOD TIMES

Bank of Montreal (BMO) has been a fixture in Canadian agriculture for 200 years and counting. Proudly the largest non-government agriculture sector lender in North America, there isn't much that BMO doesn't know about farming and agricultural production. "We've been involved with agriculture since the very beginning," says Adam Vervoort, Head, Agriculture Financing at BMO Bank of Montreal. "Many of our first customers were farmers, and we recognize the importance of agriculture to Canada's economy. It provides over \$110 billion to our GDP, and accounts for one in eight jobs in Canada."

In Saskatchewan, BMO is involved with every segment of the agriculture sector—from primary production segments such as cattle ranching and grain farming, to food processors, elevators and related support industries. They're even supporters of major agricultural events in the province, like Regina's Canadian Western Agribition. BMO is more than just a bank when it comes to agriculture—they're deeply embedded in the sector, working to support operations big and small.

The bank's agricultural arm employs agricultural business managers, that are more than just 'bankers.' This team of

BMO Agricultural Banking

Last fall, BMO announced another support for the sector with the BMO Young Farmer Program, for farmers aged 35 or younger. The program offers eligibility for all products available to farm operations and higher advance rates of any asset types eligible under the Canadian Agricultural Loans Act Program, for farmers with six or fewer years of experience. “We recognized that demographics are changing, and the next generation of farmers need our support too,” says Vervoort.

The bank also supports farmers when things get tough. BMO relief programs help producers manage when weather extremes get in the way. “We have launched a relief program for Western Canadian farmers dealing with the results of a poor growing season and unfavourable fall weather conditions,” says Vervoort. The program includes principal payment deferrals and the reducing and or waiving of fees for farm operations and related businesses in all three prairie provinces.

financial managers also have a background in agriculture, with expertise in agrology, for example. “Our team can sit down at the kitchen table and ‘talk shop,’” says Vervoort. “This is a competitive advantage for us and for our customers, because we can get a good, wholesome picture of their operation and can work together to figure out what they need now and going forward.”

BMO prides itself on the relationships it builds with every agricultural customer it works with. Their commitment to the sector can be seen in the long-time relationship it has with Saskatchewan farmer Kevin Hruska. In 1996, Hruska was working with two financial institutions for his mixed grain and oil seed operation and his manufacturing business. His operation near Gerald, Sask. needed a financial institution to understand his businesses and was nimble enough to provide what he needed. BMO stepped in to assist with both operations, bringing them together with a BMO agricultural manager that could support Hruska in the way he needed. In 2004, BMO stepped up again to help when Hruska dealt with a frost in August. “That frost was a widespread problem, and we had the relationship long enough to know how to help,” says Vervoort. The relationship continues today, as Hruska has grown from a 2,000-acre operation to 46,000 acres, and has a growing manufacturing company. The manufacturing arm—Bridgeview Manufacturing—employs 75 people at its 70,000 ft² facility, building 25 products for the agriculture industry. BMO has been there every step of the way.

“For us, it’s about building relationships based on two pillars—communication and trust,” says Vervoort. “Our customers trust us to do what we do, and we trust our customers to do what they need to grow their businesses and in turn, be profitable.” The successful relationship BMO has built with Kevin Hruska over the last 23 years is testament to that. **iw**



Healing Happens Here

Prairie Sky Recovery Centre provides people who suffer from addictions

with a private, safe and peaceful environment to heal and recover.

Our culture of respect fosters positive attitudes and acceptance without judgment.

We offer immediate intakes with No Wait Times.

Call today to begin your journey of recovery.

1-888-519-4445

or 306 658-4767

contactpsr@PrairieSkyRecovery.ca



PROGRAM YOURSELF FOR SUCCESS

BY PETER NEUFELDT

Success in any area of life requires change and growth. As we journey through life, we are in a continuous state of change. Hopefully, the decisions we make will result in positive change and growth. Whether we are experiencing positive change and growth or not depends largely on our self-concept—that bundle of beliefs we have about ourselves. Our self-concept fundamentally determines the next steps in life's journey.

However, it can be challenging to always move forward with confidence. There will be times of doubt and discouragement. We all have those times in our lives. It's during these difficult

times that we need to believe in ourselves and our talent, skills and knowledge. It's important to remember that we have both internal and external resources available to us. Our circle of friends, family and colleagues can be a tremendous resource to help overcome the hurdles we encounter.

Positive change and growth can start with taking in new information to create fresh dimensions of our self-concept. As we begin to see ourselves with more potential, more competence than we previously thought, or as we discover new areas of interest, we start to move out of our comfort zone and remove our self-doubt.




we respect can be very powerful. A word of encouragement from a parent, a colleague, a team member, a supervisor or manager can change the direction of our lives.

The impact of support and encouragement is especially powerful in early childhood. Someone who has experienced continual negative criticism as a child is likely to grow up with the fear of trying anything new. Because of this, change and growth can be very difficult. Fear of failure will dominate. It's essential for any employer, colleague or team member to recognize the power of positive thinking, positive mentorship and encouragement. Positive, supportive interaction within a positive team environment creates a pleasant work atmosphere, which will lead to reduced sick time and staff turnover, increased productivity, and will significantly contribute revenue growth.

In addition to encouragement and support from others, positive change and growth requires that we must have our own desire for growth and the willingness to make it happen. There are five key personal requirements for this to occur.

I call them the "Five 'Ds' of Success". They are:

1. **Dream**—create a vision of the person you want to become and set clear growth goals for yourself to get there.
2. **Desire**—you must have a desire to grow. How badly do you want to achieve your dreams and goals, and how much are you really willing to change to achieve them?
3. **Decision**—a firm decision to move forward is essential. Have you made the decision to take action? Are you fully committed to do whatever is necessary to change, grow and achieve your dreams?
4. **Discipline**—personal discipline to develop successful habits is the final key to sustained positive growth and change. How disciplined are you at managing your time and your talents so that you can achieve what you are striving for?
5. **Determination**—do you have the willpower to keep going when problems and challenges arise? Are you determined to achieve your personal and professional goals despite any complications that may occur?

These five essential elements, combined with the power of genuine support and encouragement from the significant people in your life, will inevitably result in positive change and growth for you. That doesn't mean easy street is around the corner, but it will provide the essentials necessary to overcome obstacles and challenges. It will result in the achievement of goals and dreams you'll be proud of. 

Peter Neufeldt is the President of Peak Performance Consulting. He can be contacted for consulting, training and coaching at (306) 535-8526.

New insights can come from many sources. It can come from practical experience, from study and academic learning, or from specific interactions with others. It's the positive interaction, encouragement and support of others that has the most powerful impact. It's one of the strongest motivators that drives us to stretch and to grow. You may wonder why support and positive interaction are so powerful—it's because they tap into our emotions.

Two powerful emotions constantly wrestle within us—fear and desire. The stronger emotion will always dominate the weaker one. The stronger emotion will determine whether we hold back or grow positively in our personal and professional lives. At this threshold of growth, positive interaction with someone

"Progress always involves risk: You can't steal second base and keep your foot on first!"
- Frederick Wilcox

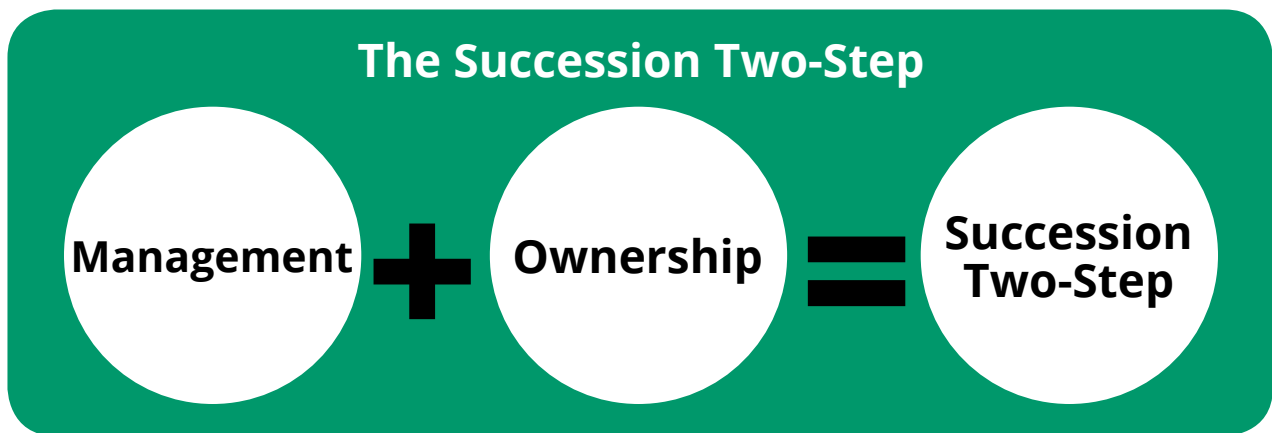
SUCCESSION TWO-STEP

BY PHIL SYMCHYCH

Succession planning isn't about death and taxes. It's about maximizing the value of your business—and your wealth—through planning. It's about ensuring your business continues to operate and grow. It's about giving you control.

As I've said for years, succession planning starts in one of four places: the kitchen table, boardroom, hospital emergency room, or funeral home. The last two are not good. If you've already started succession planning, congratulations! If you haven't, this article can be the "quick start guide."

The "Succession Two-Step" simplifies and separates the process into two steps: management succession and ownership succession.



Doing both at the same time—management and ownership succession—usually only occurs because you have to exit the business quickly. This always results in a significant loss of value and wealth. It's much more effective to plan ahead. Divide and conquer.

Management Succession

Start with management succession. The goal is to replace yourself. However, don't appoint a single successor yet. That's too much pressure. Build the management team and a leader will emerge.

Organizational Chart

- Now • In Five Years • At 2x revenue

Gaps & Hiring

- Analyze gaps • Hire and build the team
- Professionalize management

Training & Mentoring

- Ongoing training and mentoring
- Transition your duties to others
- Appoint COO/CEO, then fire yourself

Next, write out what your organizational chart will need to look like in five years or when your company is double in size (that's only 14 per cent annual growth). Identify who on the chart will be strong contributors in the future, perhaps with training or mentoring. Identify management gaps.

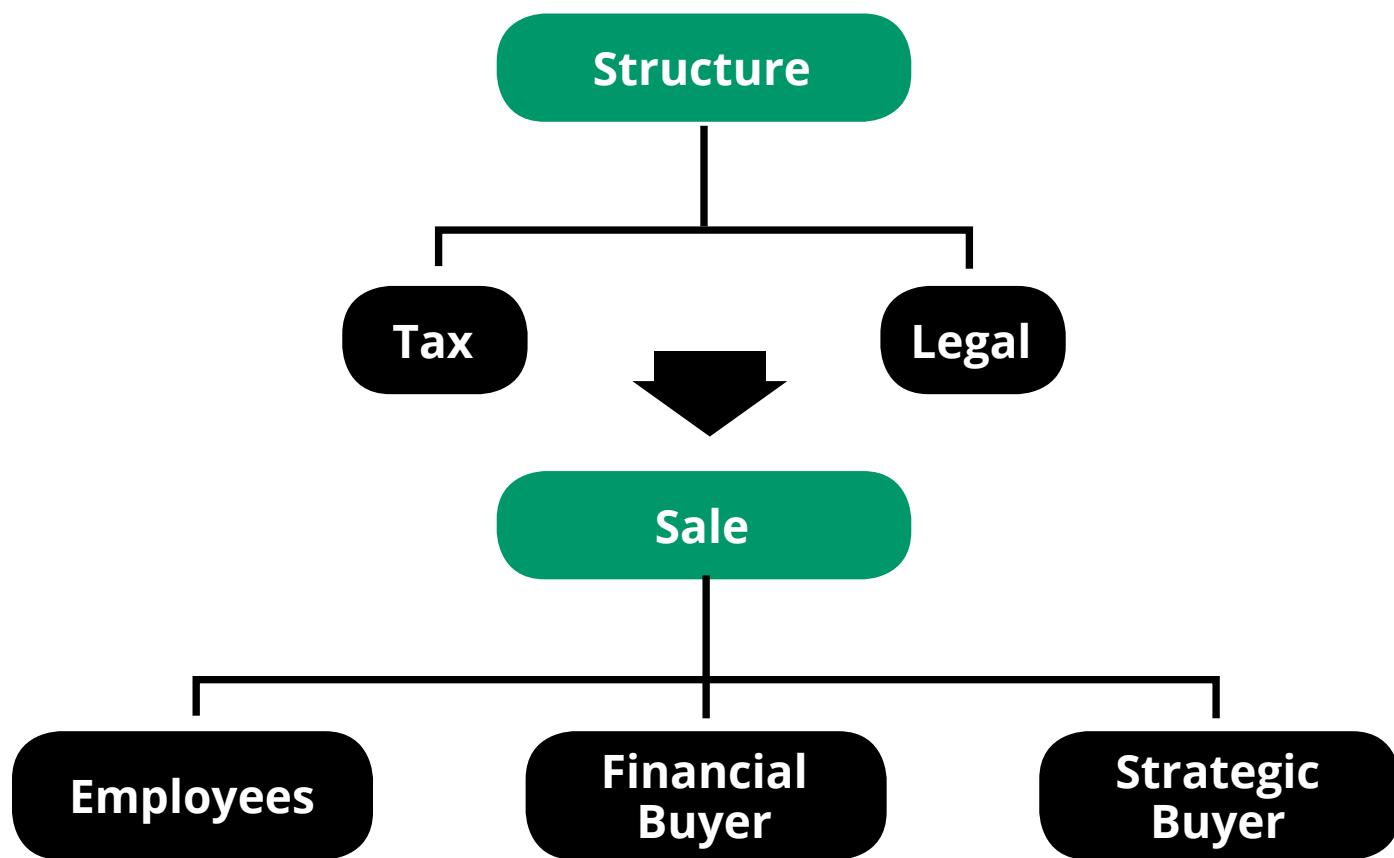
Then, fill the gaps with training and hiring experienced people that will strengthen your professional management team. Appoint a chief operating officer that can become the next CEO. Fire yourself!

Building a management team will create more growth capacity and freedom for you than anything else. If you don't have to be there, and your team runs the business, your business is much more valuable.

Ownership Succession

Ownership succession can be more complex and stressful than management succession. The structure is easy. The sale is not.

Your accountant and lawyer can develop a corporate structure that is tax efficient for exiting ownership. However, the most important part is facilitating a sale to employees, financial buyers or strategic buyers. An M&A expert can help you sell your business.



Selling to employees may be easiest but they don't have deep pockets. You'll end up financing the transaction while giving up control. Financial buyers pay a multiple of earnings but don't want to manage. You still need a management team. Selling to a strategic buyer such as larger customers or competitors can often generate the best price and quickest freedom for you but is the most work. We'll discuss selling your business in a future issue.

In summary, you don't need to start ten years in advance. You don't need to identify a single successor. You don't need to sell everything. You've got options. Get started and keep moving.

Building a management team and identifying potential exit routes is effective succession planning. Now, you control what happens and when. That's the ultimate succession plan. 

SHOW SOMEONE THEY MATTER

BY BROOK THALGOTT

PHOTOS PROVIDED BY BIG BROTHERS BIG SISTERS OF SASKATOON

**BIG BROTHERS BIG SISTERS OF SASKATOON IS CHANGING
LIVES AND THE COMMUNITY THROUGH MENTORSHIP**




Big Brothers Big Sisters (BBBS) is a familiar organization, providing mentoring programs for children and youth in communities across the province. In Saskatoon, BBBS has matched children to mentors for more than 45 years, changing lives by bringing people together. "All it takes is one caring, significant adult in the life of a child to transition that child to healthy adulthood," says Kim Megyesi, executive director for Big Brothers Big Sisters of Saskatoon. "A mentor can change everything for a child. It's that simple."

So, what is mentoring? For BBBS, it's defined as "the presence of a caring individual who provides a young person with support, advice, friendship and constructive role modeling over time." Mentoring relationships help break the cycles of poverty, addiction and violence by demonstrating healthy life choices, encouraging education and engaging positively with society. And, all it takes is a commitment of a few hours a month to make that significant change for a young person, and for the community as a whole. That's it.



BBBS is always looking for mentors to join, especially for boys. Boys can wait two to three years for a mentor, whereas girls wait just three to six months. "If you're a male 18 or over with a few hours a month to spare or know someone who might be, consider mentoring or send them our way," says Megyesi. "Boys in our community need support." It doesn't matter what job or education you have, or if you have had a challenged childhood yourself. BBBS looks for mentors from all walks of life, including those with lived experiences. "Our mentors have many different backgrounds, and our youth often relate well to those that have had childhoods like their own, and have come out on the other side as healthy adults," says Megyesi.

If time is not something you have to give, monetary donations are always gratefully accepted. It costs \$1,500 to recruit, screen, train, match and support every relationship for one year, and your company can also become a Corporate Partner. Donations also have a fantastic return on investment. Not only does it change the life of a child, every \$1.00 invested in mentoring by Big Brothers Big Sisters returns \$23.00 to society. To learn more on how you or your organization can help BBBS make a difference, visit saskatoon.bigbrothersbigsisters.ca. 

Big Brothers Big Sisters of Saskatoon

182 Wall Street
Saskatoon

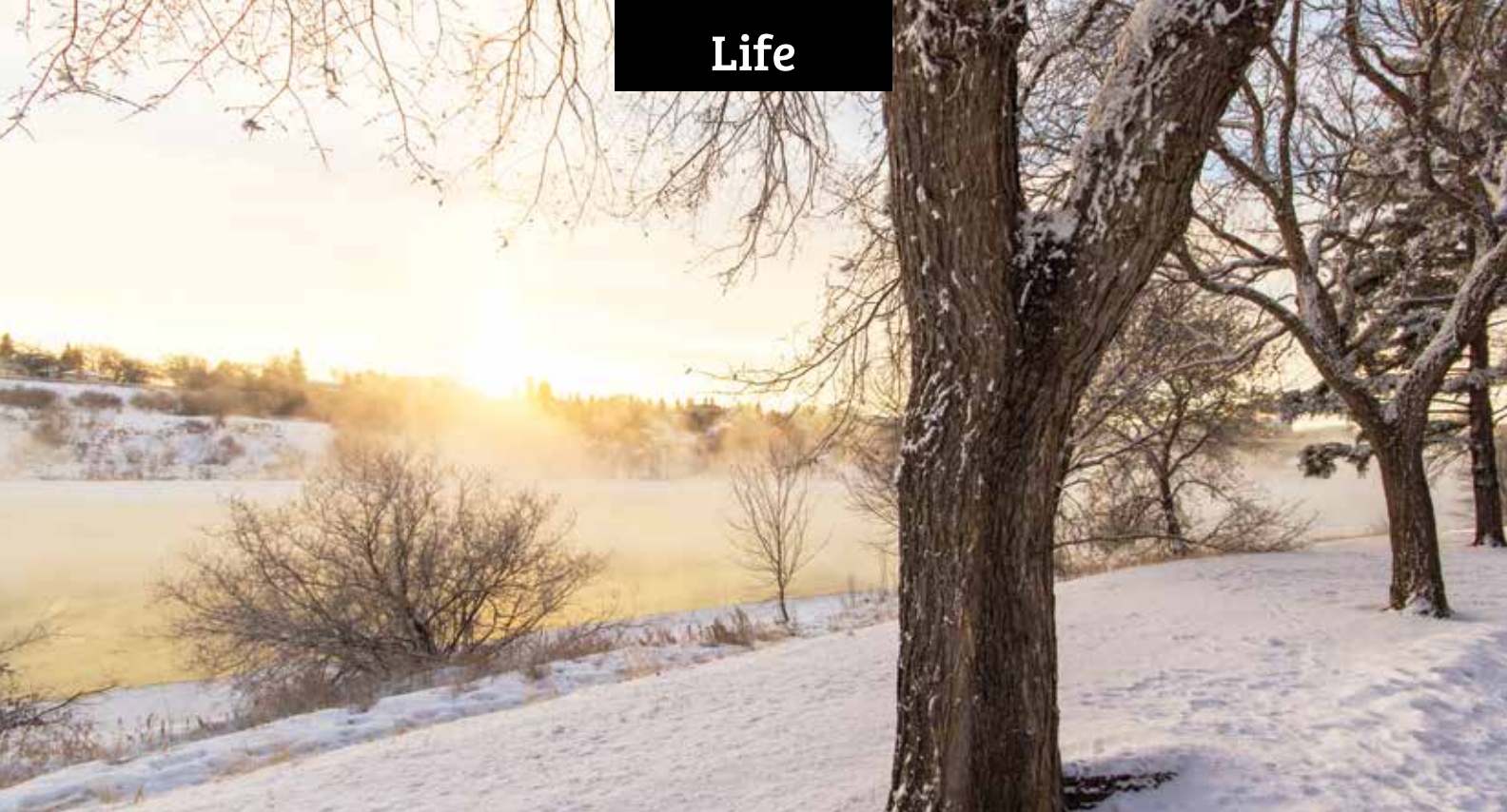
saskatoon.bigbrothersbigsisters.ca
(306) 244-8197

A Success Story

Sam* was referred to BBBS by his school, because they found he was being left out, experiencing bullying, and not forming friendships. His first language is not English, and he has learning disabilities that mean it takes him time to speak and process conversation. Sam also has post-traumatic stress disorder (PTSD) which causes him high anxiety levels related to leaving his house

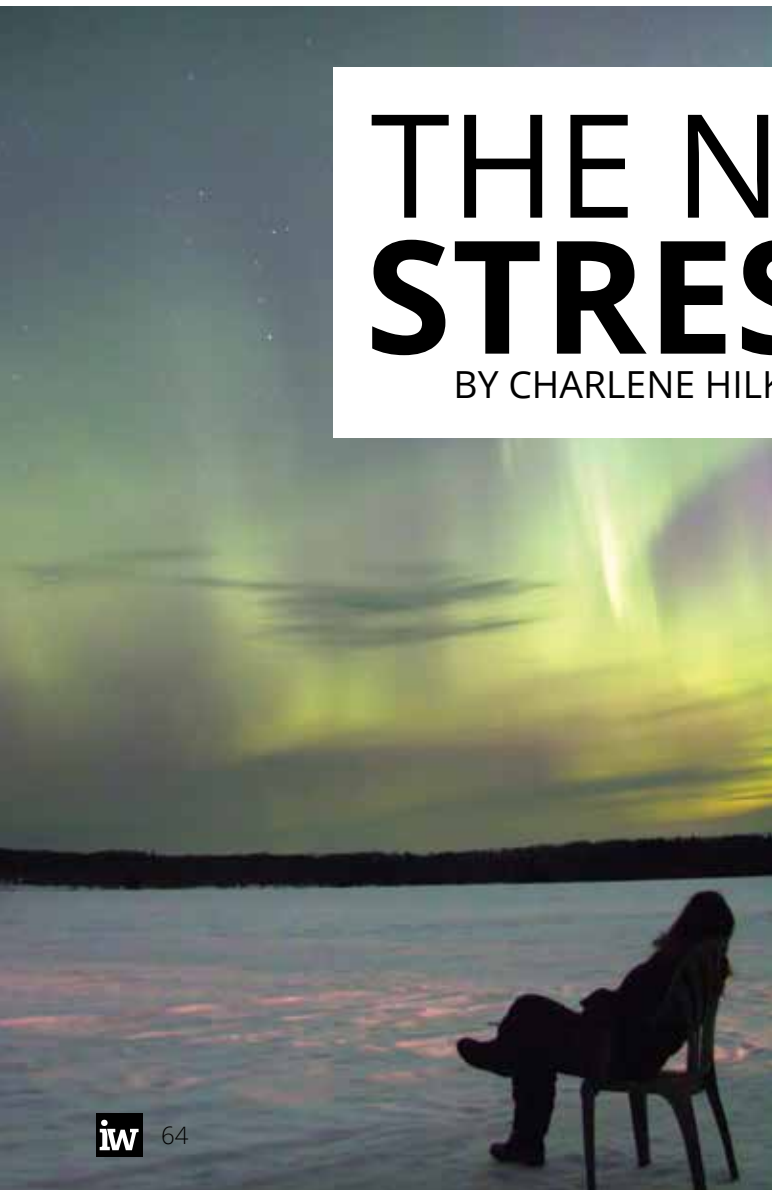
Sam has been matched with his big brother Ryan* for almost 2 years. Sam's mother has told BBBS that she has seen Sam come out of his shell and is beginning to feel a sense of belonging as his connection with Ryan has grown. Sam and Ryan try to leave the house regularly, and Sam is beginning to engage with peers at school and group activities. Sam also has post-traumatic stress disorder which causes him high anxiety levels related to leaving his house.

**Names have been changed to protect the confidentiality of the participants.*



THE NATURE OF STRESS RELIEF

BY CHARLENE HILKEWICH PHOTOS BY KRISTIN ATOR



A recent poll released by the Nature Conservancy of Canada (NCC) in partnership with Ipsos Public Affairs highlights a growing disconnect between Canadians and nature. The survey, titled “Nature and Me,” found that Canadians spend an average of 1.3 hours per day in nature during the week and just two hours a day on the weekend. Those polled also noted that they currently spend less time in nature compared to when they were a child (66 per cent).

Canadians also know that spending time in nature is a stress reliever. 87 per cent of Canadians feel happier, healthier and more productive when they are connected to nature. They also agree spending time outdoors reduces stress and blood pressure. As well, nearly nine in ten parents (94 per cent) agree that it’s important for kids to spend time in nature. Seven in 10 Canadians (73 per cent) agree that spending time in nature sparks their creativity.



So what's getting in the way of getting outdoors?


The top three barriers to spending time in nature cited by Canadians include: weather/it is too hot outside (35 per cent), too busy with work (34 per cent), and insects/bugs (32 per cent).

Canadians in different parts of the country are more likely to highlight specific environmental barriers. Not surprisingly, those in British Columbia are more likely to say that it is too rainy (41 per cent) and those in Saskatchewan and Manitoba (49 per cent) are more likely to say that it is too cold outside.

Chelsea Walters, from the Saskatchewan Wildlife Federation, agrees that these days our wealth of responsibilities along with endless options for home entertainment make it easy to procrastinate on getting out into nature, especially if it's not scheduled in. She also thinks an aversion to discomfort is a big part of what keeps people from getting outdoors. It's not the controlled environment we've become used to.

But the cost of staying perennially comfortable is high. If we don't disconnect, recharge and reinvigorate ourselves, there's nothing left for all the important things in life. Your physical and mental health are important. Our bodies and minds are meant for more than sitting in front of screens. It's healthy to remind ourselves that we are part of a much larger world. Nothing is more effective at doing that than staring up at a 60 year old tree or standing in a prairie field watching the sunset.

If you're out of practice and looking for an easy place to start, Walters suggests taking a favorite activity (something you already know you enjoy) outdoors. Listen to a podcast, drink coffee, read a book, paint, go running, chat with a friend—things you can do in your backyard or at a local park.

In addition to the obvious health benefits, Walters says, "Connecting with the outdoors connects you to your home. You become more in tune with the seasons, the scenery that makes up the backdrop of your life, and your human and animal neighbours. It gives you a sense of community and belonging." 

The Nature Conservancy of Canada's Nature Destinations program invites you to take a journey through some wonderful examples of our country's natural areas and connect with nature.

In Saskatchewan, NCC has two Nature Destinations that you can explore; Fairy Hill and Old Man on His Back Prairie and Heritage Conservation Area.

Visit natureconservancy.ca for information on how you can get back to nature close to home.

Grant Devine,

Farmer and former Premier of Saskatchewan

On the last page of every issue of *Industry West*, we find a Saskatchewan business person or leader to answer our version of the Proust Questionnaire. Marcel Proust made the questionnaire famous, believing that 35 specific questions could reveal a person's true nature. We grabbed this idea—you've probably seen it in *Vanity Fair*—and made our own version. The first five questions are ours, and then we ask our subject to pick their favourite Proust questions to answer.

Say hello to Grant Devine, farmer, teacher, agricultural economist and the 11th Premier of Saskatchewan. Here's what he had to say.



1. WHERE ARE YOU FROM?

I was born in Regina. My parents worked there in an ammunition plant during the Second World War.

2. WHERE DID YOU ATTEND SCHOOL AND WHAT DID YOU STUDY?

I grew up on the farm at Lake Valley, Sask. where I attended grade school and I attended high school at Brownlee. I got my BSc at the University of Sask. And my MSc and MBA at the University of Alberta and PhD at Ohio State University.

3. WHAT IS YOUR CAREER HISTORY?

I farmed and ranched where we raised angus cows and cutting horses. I worked for the Federal Department of Agriculture and was a professor at the University of Saskatchewan in Agricultural economics. I was Premier of Saskatchewan from 1982 to 1991. During that time, we privatized several corporations including Potash Corp. I have served on several boards including Agrium and currently sit on the board of governors with the U of S.

4. WHAT'S THE BEST PIECE OF BUSINESS OR CAREER ADVICE YOU HAVE OR HAVE BEEN GIVEN?

You get one chance in this life, don't waste it.

5. WHAT'S YOUR FAVOURITE THING ABOUT SASKATCHEWAN?

The people and their unique combination of personal values. They're compassionate and competitive.

6. WHAT IS YOUR IDEA OF PERFECT HAPPINESS?

Family, music, riding horseback, sports and watching my children and great grandchildren grow up.

7. IF YOU COULD CHANGE ONE THING ABOUT YOURSELF, WHAT WOULD IT BE?

Maybe be a little taller and I would have good hair!!

8. WHICH LIVING PERSON DO YOU MOST ADMIRE?

My wife Chantal.

9. WHICH TALENT WOULD YOU MOST LIKE TO HAVE?

To be bilingual.

10. WHICH WORDS OR PHRASES DO YOU MOST OVERUSE?

Give her snooze! 



Virtual Reality Training Solutions

VIRTUAL REALITY IS HERE



Custom Safety/Procedural VR



Procedural Training



VR Fire Safety & Extinguisher



VR Fall Safety

Bring virtual reality into your company and make your training more immersive, more realistic and more retainable than ever before.

VRTS creates cutting-edge virtual and augmented courses for business and industry that will revolutionize your company training program.

CONTACT US TODAY.

www.vrts.ca

(306) 359-1666



We helped Canadian Oakworks stand out.

Meet Arlen. He took over his family's stair and railing business in 2014. Over the years, we evolved how they attract customers; his business info's now on our Mysask411 app, and we've raised his search results on Google. We take care of the online stuff, so Arlen doesn't have to put down his tools. Talk to us about how we can help you stand out too.

directwest.com

directwest —