

# Business (Not) as Usual

A unique commitment between business and unionized construction labour has raised the bar of expectations for construction project delivery in Saskatchewan—and around the world.

Weyerhaeuser's Wood Waste & Low Odour Project at the Prince Albert Pulp & Paper Mill was a three-year, \$300 million project that has just been completed three months ahead of an aggressive schedule, under budget, and without a lost-time injury in over 2.5 million work hours. This may be a record-setting achievement for a major construction project in North America.

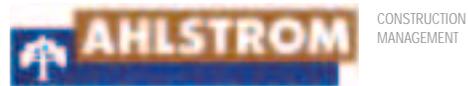
This extraordinary business achievement was the result of new initiatives to achieve excellence in project delivery. In addition to real partnering with stakeholders, the most crucial and unique of these initiatives was the level and frequency of communication between project and construction management and labour.

The Wood Waste & Low Odour Project established a high degree of trust and cooperation among the participants. This included full labour cooperation with the project substance abuse policy—a key factor in the project's safety achievement. The "safety without compromise" approach to the workplace was the most important part of the project delivery goals.

The project structure allowed for fast and effective decision making, speedy resolution of problems, and respect and openness among participants. This included communication about the business reasons for project delivery methods and goals—an effective, non-traditional strategy unique to this project!

**The result?** The final outcome was an extremely high-quality project, completed safely, ahead of time, and under budget— a process and a project unlike any other of this size in Saskatchewan construction history.

**Raising the Bar in Saskatchewan—  
setting higher standards for the world.**



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