



BUILDING



PROJECT PROFILE

CELEBRATING LONGEVITY IN BUSINESS AT WINNIPEG'S POPULAR HISTORICAL LANDMARK

On September 24, 2019 Westland Construction celebrated 40 years in business at the most fitting location - The Forks Market. Though its exposed brick, trendy twinkle lights and eclectic art proved to be the perfect locale for the party, it was the history of The Forks, a place known for its own rich past which made it such a suitable spot.

Over the last few years, the team at Westland completed numerous projects at The Forks such as: Travel Manitoba, Passero, Fools & Horses, Red Ember, Outdoor Common, and the recent Forever Bicycles installation. A place that was once horse stables and haylofts in the height of the railway days has been transformed to an iconic meeting place.

Westland's history goes back to 1979, when Norm & Aurlie Young bought the building at 1300 Border Street and established Westland Construction. According to his wife, Norm's intent was to build a construction business big enough to service clients' requirements, yet personal enough to understand clients' needs.

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"The key to Westland's success was Norm's wonderful attitude of satisfying his customers 110 percent," Aurlie says.

During the early years, one piece of office furniture – a picnic table – acted as a desk, filing cabinet, lunchroom and boardroom table. But in time, with Norm at the helm, the company started to grow, and Westland acquired both local and rural construction jobs.



Westland's office from 1979 to 2006.

"He had a great bidding process which kept the jobs coming in, never seeming to have slow times," says Aurlie, mentioning RCMP buildings, the Winnipeg airport, Winnipeg hospitals, rural nursing homes, city and rural schools, Manitoba Hydro and national historic site restorations like Lower Fort Garry, Louis Riel House and Motherwell Homestead in Saskatchewan, as a few of the notable projects Westland worked on.

John Nunes, former President of Abco Supply & Service, worked alongside Westland as a subcontractor and as a general contractor in mechanical and electrical projects since the

early '90s. According to John, while the company has grown, the core values have remained rooted in the past.

"Their philosophy has been the same," explains John. "They've always valued their relationship with clients and their staff. And that's key to a company like that. They foster good relationships and a family atmosphere which has resulted in many long-time staff members. It started with Norm and then Pete just carried on and made it even better."

In 1996, Aurlie succeeded her husband as Westland's President, when Norm passed away after a courageous battle with cancer. Peter became President in 2001 and defines the following years as a decade of growth. "We revamped our systems and processes and really started to build, what I would call, the infrastructure of the company," explains Pete.



Aurlie Young and Peter Grose on the evening she announced him as the new manager in 2000.

In addition to attaining COR Certification in 2004, Westland achieved ISO certification in 2010, and since then continues to implement lean construction principles and further improve and refine its company's practices.

Over its 40-year history, Westland has relocated twice, accommodating their progression and positioning them for future opportunities. What started off as a company focused on industrial and civil-based work has expanded to also include commercial, institutional and multi-family construction.

Nunes has first-hand experience as one of Westland's many commercial clients when the construction company completed construction of two of Abco's office projects. "It's worked well because Westland is a leader in general contracting work," says John, who has worked with Westland for over 30 years. "They really value their client relationship; they work well to please you. If there's any discrepancies, they always step up to the plate and they're always coming up with remedies and solutions to what you need resolved. It's their personnel, their attitude, they just want to perform."

Clearly, Westland is delivering on Norm's initial goal to satisfy his customers. Caring for the construction needs of their clients is still the cornerstone of the company. Part of their success is linking their past with present endeavors. So, as they look back on 40 years, it's apparent that Westland's history isn't really history at all, it's alive!

And so, the Westland team raises a glass to the people that have made it all possible, the values they continue to embrace and the opportunity to forge forward as an innovative industry leader. 🍷

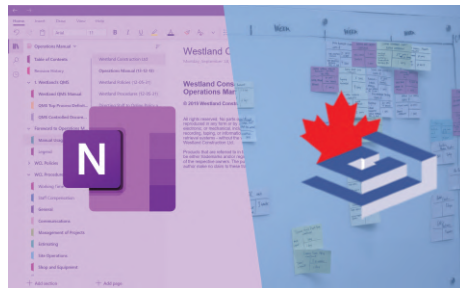
CELEBRATING OVER 40 YEARS; CELEBRATING THE FUTURE DID YOU KNOW?

Yesterday



We have always utilized modern technology – including the infamous Paymaster Checkwriter! Back in 1979 this was viewed as the "technology of the day". In the past 40 years we have seen the evolution of fax machines, computers, digital cameras, laptops and cell phones all the way to the internet. 🍷

Today



Who doesn't have a smartphone these days? We continue to leverage this technology along with cloud-based tools such as OneNote (for collaborative project management and internal Operations & Safety Manual), OneDrive, a custom website and more. We use these tools to implement lean principles on our sites. 🍷

Tomorrow



We are hard at work enhancing our project management toolbox to fully utilize Procore, a cloud-based construction management tool. Stay tuned as we use this service to improve accessibility to project data, empowering all involved. Implementing additional mobile devices in the field will further aid our staff. 🍷

THE GROSE REPORT

THOUGHTS FROM WESTLAND'S CEO



Peter Grose
President and CEO

When I was 24 years old, my life did a complete 180.

It was the summer of 1995 and I had completed my undergrad at U of W in Sociology and Criminology, and was one term away from completing my courses for the

Chartered Accountancy program at the U of M. Norm Young, President of Westland Construction, hired me as a general labourer back in June 1989. I'd been working for Westland any chance I got as a way of paying my way through school.

Two weeks and I'd be out of construction, completing my last term of university and applying for articling positions in local accounting firms. That's when Norm called me into his office and asked me to consider learning the office end of the business, with an arrangement to buy shares of the company.

My experience working in all the various site positions - from general labourer, carpenter, concrete worker to superintendent - with

Westland had taught me much about construction. I had gained experience with demolition, pouring concrete, digging trenches, framing walls, hanging cabinetry and even sweeping the shop during the slower times in the 1990's. But nothing prepared me for being a business owner.

I had every reason to run the other way, however, Norm's faith in me caused me to reconsider. I accepted his offer and a week later, on August 21, 1995, I started in the office.

Norm passed away from cancer shortly afterward in January of 1996, leaving company control to his capable and business-savvy wife, Aurlie. In working with her, I was able to complete my Certified Management Accountant (CMA) designation while managing a myriad of responsibilities at Westland. In 2000, Aurlie and I struck a new share sale, which left her and me as the two shareholders. I purchased the remainder of Aurlie's shares in 2003 giving me sole ownership of the company.

The years that followed were intense as we started out with just myself and one other administrator having to do it all - estimating, project management, accounting - so I started to further build the infrastructure and systems of the company.

The industry has changed a lot since then and so has Westland.

We've gone from 2 in the office to 14. We've built the best team in the business - they're

the foundation that has propelled Westland forward. We've moved; first, from Border St. to Dublin Ave. in 2006, and then from Dublin Ave. to Dovercourt Dr. in 2015. We've developed integral operations and procedures. Systems that were once manual-based and paper-based have been replaced with the latest technology and lean construction principles.

Ownership continues to evolve as Darryl Berard, Vice-President, purchased shares of the company in 2009 and Craig Hildebrandt, Vice-President, purchased shares in 2016.



Darryl Berard, Craig Hildebrandt and Peter Grose
at Westland's 20th golf tournament

And while so much has changed, the values have stayed the same. Norm founded Westland in 1979 with the goal to service clients' requirements, yet personal enough to understand clients' needs. That's still our mission today - to meet client and staff expectations through quality, respect and continuous improvement.

As we maintain our success and continue to grow as a company, it's exciting to look back to see how far we've come and consider how Westland will continue to evolve over the next 40 years. 🚧

INDUSTRY INSIGHTS

DREAM TEAM

When Aurlie Young met Norm Young on a blind date, she was looking for a life partner, not a business partner. However, she ended up with both.

"Our parents were both business owners, so I guess we were destined to also follow suit," explains Aurlie. "I was taking a college business course at the time which Norm thought was just fine." They married in 1963 and started dreaming of their own entrepreneurial enterprises.

"We were a good team and had the same interests, always talking about owning a

business one day, not thinking that we would both have one," she says.

By 1979, Norm had launched Westland Construction, where he served as President with Aurlie as Vice-President. Eight years later, Aurlie opened her own business -- Aurlie's Petite Fashions on Corydon Avenue.

"We both had a good understanding of how to set up our businesses and many great ideas on advertising them," reveals Aurlie. "We worked well together in choosing properties and our design ideas were mutual."

Together, Norm and Aurlie operated Westland for 17 years, until Norm passed away from cancer in 1996.

"I had many conversations with Norm during his last days, jotting down notes while he explained the important things that I must know," Aurlie says, describing the difficult transition period in which she assumed the role of President and CEO of Westland. "I trusted our team immensely and they were wonderful to work with."

During her leadership, Aurlie sought the advice and mentorship of Ralph Young, Norm's brother

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Aurlie Young

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who lived in Edmonton. As an engineer, Ralph flew in for a few important Westland projects and to support Aurlie in her role.

In the years that followed, Aurlie recognized what Norm deemed a perfect fit in Peter Grose and handed over the presidential reins in 2001. "Working with Pete was as good as it gets," explains Aurlie. "He is such a caring individual and has the same traits as Norm did when it comes to running a business."

It's 40 years since the Youngs founded Westland Construction, and the company continues to flourish.

"Westland is thriving, which makes me feel so proud of my decision to sell to Pete," affirms Aurlie. "Norm would definitely be in awe of Westland today." 📸



Norm and Aurlie Young. One of the last photographs taken of them, attending their daughter's wedding.

WESTLAND PERSONALITY

NORM YOUNG



Norm Young

Forty years ago, Norm Young went out on a limb and started Westland Construction. The son of an entrepreneur, business was in his bones and he envisioned a family-run firm with futuristic goals.

"Norm was willing to take risks and always seemed to succeed as his creative plans were innovative, which were important in the construction industry," explains Aurlie Young, former President of Westland Construction, and wife of the late Norm Young. "He had lots of patience and was determined to satisfy his customer."

A native of Saskatoon, SK, Norm graduated from Saskatchewan Technical Institute's architectural drafting program before earning A's at the University of Manitoba in business management. After working with MTS for several years and a subsequent and successful partnership with Hansen Construction in Winnipeg, Norm set out to build his own business.

"He knew that his workers would most likely follow him and was not too surprised when shortly after Westland's doors opened, several

showed up on a bench outside the office wanting to work with him," Aurlie says. "He was overjoyed."

As the founding father of Westland Construction, Norm treated his team like family, passing on his passion and work ethic and leading by example.

"It was important to him to arrive first at the job site and leave last," Aurlie details. "This was a great quality in teaching his workers that this could mean a raise in pay! He also suggested that it is important to like your job even in rough patches."

Norm's attitude and principles went beyond the office and jobsite. Hard work, integrity and fairness were just a few of the values that the former leader possessed, which were central in propelling Westland Construction forward.

According to Aurlie, who served as Vice-President and did payroll, when Norm wasn't working, he could be found running marathons, golfing, skiing, windsurfing, hunting and hosting pool parties in his backyard.

One of Norm's greatest joys came in September 1994 when he became a grandfather to his firstborn grandson, Boston Walker.

"He often had him in his arms on the job and in the office," Aurlie recalls, explaining that Norm spent as much time as possible with Boston before his passing in January 1996.

It was this same family man spirit that colleagues will remember Norm possessing – something that transcended his own kin.

"He'll always be part of the Westland family," says Aurlie. 📸

CONTINUOUS IMPROVEMENT

KAIZEN KORNER

Kaizen Korner recognizes recent professional achievements of our Westland staff members.

- Building Supervisors for Tomorrow (BST) Graduates

Walter Dyck
Kyle Anderson

- Carpentry Apprenticeship Program

Jan Zaretski - Completed Level 3
Cole Simoens - Enrolled into Program

- Westland staff members attended the annual Construction Leadership Network Conference in Arizona.

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ISO^{9001:2015} Certified

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