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Interested applicants should contact Teresa Doucette, Cypress Hills College, at (306) 778-5488 or email teresad@cypresshillscollge.sk.ca.

Or contact Terri Allard, Distance Learning Division, Centre for Continuous Education, University of Regina at (306) 585-5781 or email terri.allard@uregina.ca.



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PotashCorp offers competitive compensation and benefit programs. Interested candidates may submit resumes in confidence by March 2, 2007, to:


Human Resources
PCS Potash - Rocanville
PO Box 460
Rocanville, SK S0A 3L0
Fax: 306-645-2733
e-mail: HRRocanville@potashcorp.com

PotashCorp would like to thank all who apply; however, only those candidates selected for interviews will be contacted.

For further information on our company, please visit our website at www.potashcorp.com.



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Human Resources (#8107)
P.O. Box 2100, Station M
Calgary, Alberta T2P 2M5

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Fax # (780) 352-6056
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IPSCO Business of the Year 2006

written by Paul Martin

It's been a force for half this province's existence, begun as a beacon of industrial diversification designed to move Saskatchewan beyond an economy predicated on the vagaries of agriculture. Half a century later it's become a dominant player on the North American stage supplanting some of the biggest names in that most basic of industries – **steel**.

IPSCO celebrated its 50th anniversary in 2006 with record sales and profits. It also marked it with a major acquisition, buying a similar looking, albeit a smaller company headquartered in Kentucky in a cash deal worth \$1.4 billion.

And now, it can add the distinction of being named Saskatchewan Business Magazine's 2006 Business of the Year to its impressive list of accomplishments this year.

Based on its business acumen alone, IPSCO is a no-brainer for the Business of the Year selection. But the BOTY criteria is far more than just dollars and cents. Like its five predecessors, IPSCO has exemplified innovation, earned or retained respect amongst its peers, encountered, endured or withstood an outstanding event(s) and last but not least, has been a solid, benevolent corporate citizen of the province.

In fact its \$2.5-million community partnership agreement with the Regina Exhibition Association Limited was the tipping point for our selection committee. IPSCO's donation is earmarked to assist with a renewal and revitalization plan for what was formerly known as Regina Exhibition Park, now known as IPSCO Place.

This 15-year deal was a large part of the 50th anniversary celebrations further entrenching the IPSCO legacy into the Queen City, and by extension, the provincial business community overall.

The journey to a place where it had a billion-and-a-half dollar war chest was not always smooth. In fact, in its earliest days, the small but vital pipe company that bought its steel producing sister seemed more likely to fail than to become a behemoth that was buying up its competition.

At the outset, Prairie Pipe was the common vision of some unlikely partners. A Texas entrepreneur named Bill Sharp and Tommy Douglas, a socialist politician, figured that Western Canada's emerging oil patch

would sustain a regionally based pipe mill. Before then pipe was shipped from eastern firms like Stelco and Dofasco.

In those days Douglas had charged his Industrial Development Office and a young lawyer in that office named Allan Blakeney, with finding some ways to diversify Saskatchewan's farm economy.

The first major success was development of a cement plant at Regina. Sharp had worked in the cement business in the United States and was lured to Regina to put it together. His ability as a deal maker and entrepreneur was clearly evident so, when a German firm that was planning a pipe mill abandoned the project, Douglas turned to Sharp to fill the gap.

Before long the plant was under construction north of Regina. Soon Sharp began to question one basic tenet of the pipe mill's business model and its reliance on the eastern establishment to supply the raw steel needed to make pipe. So he proposed building a steel mill adjacent to the pipe plant.

A band of local business leaders including names such as Solomon, MacPherson and Sangster who had helped finance the original plant stepped up once again and, with government backing, Sharp's ambitious plan became reality. However, despite the apparent logic of the vertical integration, the steel mill ran into financial problems and the smaller pipe mill ended up taking over the larger steel company and



IPSCO

photos courtesy of IPSCO

Interprovincial Pipe and Steel Corporation was born.

Standing along side Sharp through the firm's formative years was a feisty accountant named Jack Turvey. A hard-drinking Irishman, he was small in stature but huge in business terms. If Sharp was the brain of the fledgling firm, Turvey was its heart and within five years he had assumed the company's leadership.

The Turvey years were the stuff of legend. A hard-edged character he simply refused to allow the company to fail, sometimes by sheer force of his will – determination that once saw him stare down strikers by renting a helicopter to fly supplies and personnel over the picket line and into the plant. He also had special letterhead made for any correspondence with the eastern steel companies featuring a banner headline that screamed Help Us Break the Trust.

Another feature of the Turvey era was profitability. Some years the company didn't make much money but it made money

nonetheless as he encouraged workers to improvise and to save money where possible. On one occasion the team salvaged a Ford truck transmission from the scrap destined for the furnace and used it to drive a broken pipe mill. Prairie ingenuity powered the little company that wasn't supposed to survive.

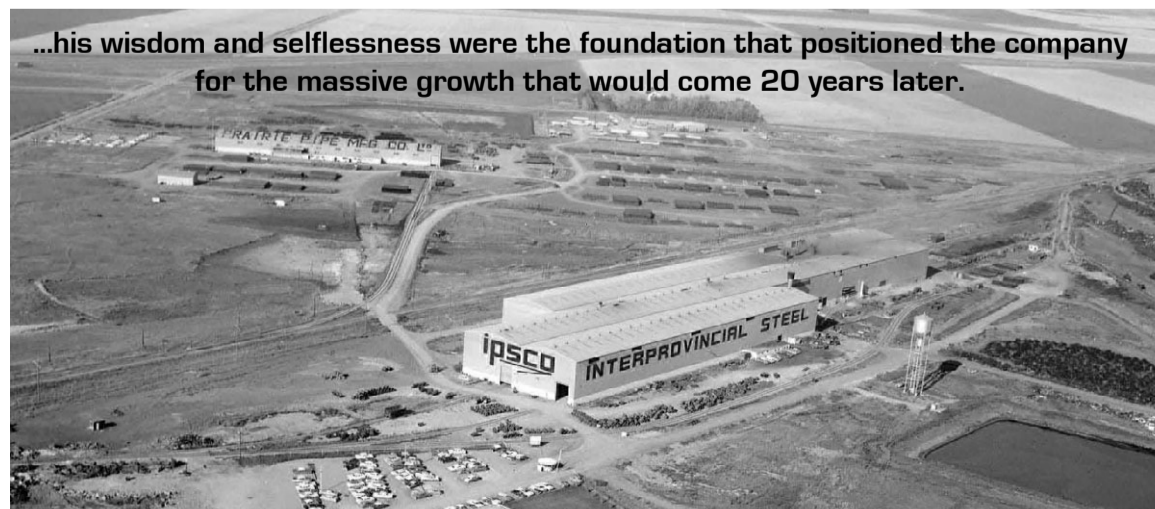
As Turvey complemented Sharp, Turvey's right hand was a fellow named Jim MacLennan who ultimately assumed the helm in the mid-'70s. A quiet financial expert, MacLennan was CEO for only a half decade but his wisdom and selflessness were the foundation that positioned the company for the massive growth that would come 20 years later.

It was MacLennan who determined that the time had arrived for the company to make the profound transition from an entrepreneurial organization to one characterized by more formalized structure. And, he further concluded that he wasn't the one to guide that transition so he stepped aside to allow the board of directors to find

a seasoned executive capable of shepherding IPSCO to the next level. The one the board chose was Roger Phillips, who came from Alcan to Regina and IPSCO's top job.

The next 20 years under Phillips, who occupied the chief executive's office longer than anyone, are best described as a period of increased depth and expansion. He looked beyond Saskatchewan for talent, filling the executive offices with seasoned steel industry players with experience throughout North America. He pushed research and development while capitalizing on the experience of IPSCO's remarkable steel makers, innovative and talented farmboys who could convert the research team's ideas into products.

But it also became clear to Phillips and his team that IPSCO had the limits of the Western Canadian market. The cost of shipping finished steel and pipe, as well as bringing scrap to feed the electric furnaces from longer distances, made the company uncompetitive outside the West. Basically the time had come to decide if IPSCO would settle for being a regional player or if it would expand into new markets. The board and executive chose the second option and began looking south.



...his wisdom and selflessness were the foundation that positioned the company for the massive growth that would come 20 years later.

Part I above, as appeared in November/December 2006 issue of Saskatchewan Business Magazine. **Part II** appearing in next week's workweek.