



Singapore Institute
of Building Limited

NEW HORIZONS

2020 was an **unprecedented year** for the Building and Construction Industry.

How will we fare in **2021**?

NEW AND IMPROVED!

eBUILD NEWS

SIBL Goes Forth Into 2021

A Recap of December 2020's Work Plan

Building in a New World

BK Asia Pacific's Jim Chessell on the risks and opportunities baked into 2021

The Magic of Building

Tomorrow's builders need to get hands dirty today, says Lyman's Yusuf Chong

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WHAT IS eBUILDNEWS?

eBuildNews is the monthly periodical publication of the Singapore Institute of Building Limited (SIBL).

It is a regular update publication to add value to SIBL Members by helping them keep a finger on the building and construction pulse in Singapore, remain informed about IBL happenings, and access a powerful platform to begin and sustain conversations on trends, developments, and products within the industry.

eBuildNews is a publication of SIBL Publications and is offered to Members of SIBL free of charge.

For Letters, Complaints, Submissions, and Suggestions, please reach out to

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INDUSTRY ROUNDUP

SIBL NEWS

Charging into SIBL's 40th Year

2021 will be the 40th year of the Singapore Institute of Building Limited's contributions to and presence in the Singaporean built environment landscape. In that time, while the landscape itself has shifted with new methods, challenging projects, and difficult headwinds such as the one we're fending off from 2020's COVID-19 pandemic, SIBL has remained a permanent and important fixture in the Industry—like a rock steadfast in a stream but not apart from it.

At the root of this fixity is SIBL's commitment to forward-looking leadership, adaptability to changing times, and unshaken commitment to serving its Members. And all of this made itself manifest on December 12, 2020, when SIBL successfully rolled out its ambitious new Work Plan for 2021 in an evening studded with some of the Institute's trailblazing Members, as well as our esteemed guests for the evening: Minister of State in the Prime Minister's Office and the Ministry for National Development, Mr. Tan Kiat

MAYBE YOU MISSED...

Additional testing regime for foreign workers staying in dormitories:

From 6 January 2021, newly-arrived foreign workers approved for entry into Singapore and staying in dormitories will have to stay at a designated facility to go through a 7-day testing regime, in addition to their 14-day Stay-Home Notice. The workers will be able to move into their dormitories once they complete their additional testing regime.

Co-funding support for safe management officers ("SMO support")

The government has announced that they will extend the Jobs Support Scheme (JSS) on 17 August 2020 to provide 30% support for the Built Environment sector from November 2020 to March 2021.

Given that the extended JSS support will be provided till March 2021, there will be a 20% SMO Support "top up", to maintain a 50% support level for the salary of SMOs from November 2020 to February 2021.

Re-opening of Sports and Recreation facilities in Condominiums.

With the opening of Phase Three starting from 28 December 2020, the following sports and recreation facilities in condominiums can continue to be re-opened: playgrounds; fitness corners; roof gardens/terraces; rest areas, pavilions, and other seating facilities; hard courts; gyms and fitness studios; swimming pools, other water-based facilities and associates facilities; function rooms.

How, and His Excellency the Rwandan High Commissioner to Singapore, Mr. Jean de Dieu.

With SIBL's energetic and transformative new Secretariat, Ms. Rachel Kan, as Mistress of Ceremonies, the event got off to its start with SIBL President Dr. Sussie Ketit calling the meeting to order and addressing those present, helping them settle in. The gathering was next graced by welcoming remarks from SIBL's Hon. Adviser, Dr. Teo Ho Pin, who looked back on the organisation's history and cast our eyes to the future. Dr. Sussie and Ms. Kan then introduced Members to the team that would allow Dr. Sussie to execute her vision for SIBL in this pivotal year as well as 2022—the 40th SIBL Board of Directors (2020 - 2022), with appointments spanning core offices as well as the Directorial offices. Dr. Teo Ho Pin serving as Hon. Adviser and with Past Presidents Dr. Victor Ong, Dr. Peter Chua, and Mr. Lim Meng Tong will supply guidance to our new Board in the accomplishment of its goals.

A New Guard for 2021

The new Subcommittees of SIBL, each responsible for a vital function of the Institute—from Membership Services to Media and Marketing—were also unveiled, with new appointments to several Subcommittees. Notably, the Accreditation and Professional Development (APD) Subcommittee will commit itself in 2021 to the development of a private educational organisation, while continuing its commitment to supplying Continual Professional Development (CPD) and building course learning opportunities for all SIBL Members. The Commercialisation Strategy Committee (CSC), meanwhile, headed by Hon. Treasurer Mr. Moong Khai Chee, will assist the Board in the development of novel income-generating

strategies for SIBL. These are only fragments of the vast mosaic of tasks, priorities, and goals of SIBL's 8 Subcommittees and 8 Task Forces or External Committees. Interested Members could learn more at the SIBL website.

MAYBE YOU MISSED...

BCA issues reminder on safe management practices

In a circular dated 19 January 2021, the Building and Construction Authority (BCA) issued a reminder to the industry to observe safe COVID-19 management practices for all personnel, including short-term personnel, and especially implementation of the Rostered Routine Test for foreign workers. Industry members are reminded to observe SafeEntry and Safe Distancing guidelines as well as temperature-taking at entrances.

SCDF issues advisory on storage space declarations and Fire Code compliance

In a circular dated 19 January 2021, the Singapore Civil Defence Force (SCDF) issued an advisory on the proper declaration and approval-seeking for storage spaces as required in Purpose Group VI buildings (used in manufacturing). Qualified Persons are required to declare these spaces in building plans, ensure compliance with the Fire Code, and seek approval from SCDF for general safety.

Q&A Session with MoS Tan

After introducing our Members to SIBL's plans for 2021, the Institute was honoured to pass the floor to Minister of State Mr. Tan Kiat How for what amounted to a dynamic, light-hearted, and enlightening Q&A session involving Members, their ideas, their concerns, and the Government of Singapore's proactive responses and plans for the Construction Industry. MoS Tan fielded a wide variety of questions—ranging from expectations for Phase III of the Singaporean Government's COVID-19 directives and the future of sustainable construction in Singapore to the Industry's uncertain road to recovery from a difficult year in 2020. MoS Tan handled these questions with the wit, balance, and sincerity that have endeared him to the Industry and to SIBL in these trying times for all of us.



MoS Tan addressing the gathering (December 12 2020)

Following this, the event took an exciting turn: the bestowing of welcome plaques and certificates to new Enterprise Members of SIBL and certificates to new Individual Members. The new crop of Members reflected a diverse range of vocations and business foci—from construction project management software to innovative tiling and building materials—which in turn has brought valuable voices to SIBL. We are excited to continue SIBL's journey to newer heights with these new voyagers!

“Continue to be a trusted partner between the government and industry. And I hope to continue engaging with the SIBL management team ... Dr Sussie Ketit, as well as the board of directors, to continue to get a feel of the concerns and aspirations of the industry. **Secondly, [SIBL should] work together with us on ideas, innovations in which we may transform the entire sector.** New ways of doing things, new technologies, new business models. These are the things we are focused on, not just for improving productivity in Singapore but to create opportunities that we can export to regional / international markets.”

Mr. Tan Kiat How

Minister of State in the Prime Minister's Office

The evening's busy agenda then concluded with the signing of several Memoranda of Understanding—between SIBL and Funds Solutions, Funding Societies, Sphere FMC/BTA, and FMC/BTS. The partnerships these MoUs officiate are of strategic importance to SIBL in the shifting environment of the Industry in which

the Institute wishes to achieve its 2021 goals. Funds Solutions and Funding Societies, in particular, enable Members to access sources of capital for their needs—which there are bound to be several of as the Industry gradually bounces back.

Following a brief and socially-distanced evening meal, SIBL's 2021 Work Plan meeting came to a close with final departing remarks from Dr. Sussie, in which she revisited her optimism for the future and committed the Institute once more to its perennial vision for a more excellent, more socially valuable, and more cohesive SIBL.

Onward and upward, the builders' way! Happy 2021 to all Members! ▪

“MOU with SIBL will mainly be about **transfer of knowledge from members of SIBL to be transferred to the professionals in Rwanda**. For them to have access to such knowledge and skills. That's going to help the sector itself in Rwanda to improve its productivity, its efficiency in a way that's going to have a bigger impact on the economy of Rwanda. **Like you said, it's an exchange so there might also be some approaches we are using that might be beneficial to the construction sector here in Singapore.**”

H.E. Jean de Dieu
High Commissioner of
Rwanda to Singapore



SIBL Board Members, Mr. Shane Ward and Ms. Sussie Ketit, flank Hon. Advisor Dr. Teo Ho Pin for an MoU Signing (December 12 2020)



NEW MEMBERS

New Member Background



Proofdeck Pte. Ltd.

Contact Details (email):

pradeep@proofdeck.com

Contact Details (phone):

8838 4963/ 8788 2966

The company started a year back with the support of Enterprise Singapore. We saw a huge gap in the current way tenders were being managed, being from the industry we quickly got frustrated with the methods that were used as it was unproductive and wasn't cost-effective. The rest has been history since we set on a path to help construction and related companies become more efficient while helping them increase their revenue.

At Proofdeck, we believe in transforming how companies both manage tenders and participate in tenders. We aim to help both the Buyers (Tenderers) and Sellers (Bidders), in achieving the best results by reducing their current cost. Our system streamlines the current complex and fragmented process by making it much simpler; from reducing time spent pre-qualifying bidders to evaluating their bids.

Joining SIBL

As professionals helping to support a vital industry within Singapore and potentially global, we couldn't do it alone. Something that comes to mind would be what Henry Ford once said "if everyone is moving forward together, then success takes care of itself". At Proofdeck, we aren't motivated by revenue, yes revenue is important for sustenance, but we are rather motivated by the passion to be able to make a positive change to this industry. So by joining like-minded individuals within SIBL, we knew we would all be moving together to make a change.

New Member Background



Buildo Engineering Pte. Ltd.

Contact Details (email):

enquiry@buildo.com.sg

Contact Details (phone):

6893 8896

Buildo was established about 7 years ago and the aim is to provide green and productive solutions to the industry. Buildo specializes in supplying Autoclave Aerated Lightweight Concrete (ALC) Panels. These panels have many benefits, such as great thermal insulation, high fire rating, high productivity and low water penetration.

ALC is gaining traction in Singapore as more people come to understand the material better and the benefits it can bring to the project. Buildo has done many types of projects such as residential, industrial, institutes and infrastructure. These are some notable projects that have been completed or in progress:

- Canberra MRT Station
- HDB - Green View Tampines
- Riverfront Residences, Treasure At Tampines
- Tee Yih Jia Food Hub
- JTC Logistics Hub

Joining SIBL

We wish to use this platform to promote our new floor Plank, thermal insulation and waterproofing products. We are also interested in SIBL'S Green Committee. We want to push for the greater adoption of thermal insulation plaster, screed, and paint.

SINGAPORE PAVILION LED BY SGTECH

GEO CONNECT ASIA 2021



24-25 MARCH
SUNTEC
SINGAPORE

Entitlement	6sqm	9sqm	18sqm
Pricing	SGD 5,700	SGD 7,650	SGD 15,300
Exhibitor Listing	Yes	Yes	Yes
Virtual Exhibitor Page <ul style="list-style-type: none">• 2 x brochures• 1 x live chat• Pre-recorded Video	Yes	Free for First 10 exhibitors	Yes
Business Matching	Yes	Yes	Yes
Tech Talk Speaking Opportunity	No	Yes (first come first serve)	Yes (Priority given)

Administrative fee: SIBL Members S\$ 700
SIBL Non-member S\$ 1,000

BOOK YOUR BOOTH!! LIMITED PLACE AVAILABLE
UP TO 70% SUBSIDY FROM ESG FOR LOCAL COMPANIES

A low-angle, upward-looking photograph of modern architectural structures. On the left, a building with a metallic, ribbed facade rises steeply. On the right, a tall building with a repetitive window pattern is visible. A semi-transparent teal rectangle is centered over the image, containing the text 'FEATURED STORIES' in white, bold, sans-serif capital letters. The entire composition is framed by a thin white border.

FEATURED STORIES

DO IT RIGHT THE FIRST TIME

BK Asia Pacific's Jim Chessell Talks to SIBL About Risks, Opportunities, and Industry Professional Services in 2021

Aditya Karkera, for SIBL

At the tail end of a difficult year in 2020, the Singaporean Building and Construction Industry found itself challenging some of its most heartfelt assumptions on costs, risks, and the future.

But for BK Asia Pacific (BKAP)—which for 30 years has been a leading light in the oft valuable but easily overlooked niche of Professional Services in the Construction Industry—challenging ossifying assumptions is as normal and frequent, and indeed as healthy, as the day's breakfast.

SIBL sat down with **Jim Chessell**, General Manager and Director at BK Asia Pacific (Singapore) and President of The Lighthouse Club (Singapore), as well as a new Individual Member of SIBL, to borrow his thoughts on what to expect in the coming year.

A Shade in the Storm

Jim is intimately acquainted with going with the flow. In fact, mental and intellectual flexibility are prerequisites to success in his line of work where facts on the ground shift, misperceptions lead to expensive disputes, and information is in flux, or worse, in doubt.

Having spent nearly nine years in Singapore, eight of them at BKAP, Jim went with the flow to get to the Red Dot from another dot South East of Cambridge. "I followed my wife here; she'd got a job here and I came across. We wanted to have a new opportunity." Arriving without a job in mind, Jim joined The Lighthouse Club as a Personal Member and committed himself to its ethos of purposeful service. The Lighthouse Club is a remarkably unique charitable fixture in the Construction Industry landscape, supporting its members and their families as well as the industry at large in periods of personal turbulence and general harm to the industry.

Jim continued to go with the flow, gripped by currents that took him first to BKAP, and then to management of BKAP's Singapore operations. "I didn't chase the opportunity, which may sound blasé. My wife and I came here with an open mind, and I didn't chase BKAP or chase Lighthouse. We were just all here at the right place and the right time." This open-mindedness, compounded by a long record of thinking about and directly engaging issues of importance to the Industry through Lighthouse—from mentorship to service—have tempered his perspectives to be especially incisive in a time when the Industry, bruised by the COVID-19 pandemic, can claim no shortage of need for both open-mindedness and reflection.

But where the buck stops going with the flow is the political and economic climate of his adopted home. The Government of Singapore has committed **S\$100 billion in stimulus to cushion the economic impacts of the pandemic** in wide-ranging support to the Industry, from grants and tax rebates to directed support for SMEs. That long-termism on the scale of decades and smoothing in favour of stability has brought rare shade for the Industry in the global storm, according to Jim. "I won't say it was an easy decision, but it was necessary."

But this is not without caveats. "Because we're mainly importers, the [Singaporean] construction industry follows the economy of the rest of the world. Because of our size, we often need to follow larger nations' leads, and they're not doing very well". **While government proactivity helps fill the gaps in leaner times, this sensitivity to global movements ultimately has larger implications.** Dependence on foreign labour in the Industry required the Government to foot the bill as migrant workers were unable to

work on-site, and the general dependence of the Industry on foreign talent for white-collar roles has also meant that the local Industry landscape continues to be sensitive to global headwinds.

Risks and Mitigation

At BKAP, and even well before, Jim specialises in Quantity Surveying (QS), where in a paradoxical but interesting role, Jim balances the cool impartiality of objective analysis with the invested loyalty to his client to deliver on analyses of costs, timelines, and probable risks. Moreover, as an Expert QS, he's called upon by arbitrators, judges, and lawyers to do the tedious work of dissecting (or often vivisectioning) a disputed project to understand and deliver his professional opinion on "where things went wrong, how much something should have cost, how long something should have taken."

The uniqueness of his vocation stems from the fact that, while his services are paid for by one of the disputing parties, his work carries a duty to the arbitrator or judge. This inherent balance guarantees prudence and an impartial professional analysis.

But how does this analysis change with COVID-19 looming over the industry? The short answer, per Jim, is that it doesn't and holding fast to principles of fairness, level-headedness, and mental malleability is a winning strategy even in, and especially in, this time of uncertainty.

And in this time, where cash flows are drying up and have been disrupted within the Construction Industry, there exists fertile ground for disputes. Jim identifies two main risk factors for the Industry: first, the creation of new overheads; second, the shifting value of labour. For the first, companies have found overheads they didn't

expect to have, with employees being underutilised or simply unable to be deployed. For the second, the lack of foresight on how to handle disease in migrant worker dormitories has led to artificial scarcity of labour. Jim notes that migrant worker stability had almost never been in question in the past. But new restrictions mean that if a contractor needs to get a project done, they must either pay a higher going rate chasing scarcer labour, or put the project on hold, which can have serious financial implications.

Risks are also context specific. If your project is a hotel, the opportunity cost of holding off the launch is lower given lower tourism traffic presently. But if your project is a data centre in a time of remote work, “and people want the data centre yesterday”, your risk from holding off launch is much higher. And both the hotel and the data centre compete for the same scarcer labour to begin with.

Geopolitical risks and externalities also creep out of the woodwork in unexpected times, and it’s always wise to set one eye on the constellations of power in global trade. “If China and Australia continue their fight on exporting materials and this hits pricing, the effects are felt in Singapore,” especially as Singapore is a major export-import hub for both nations.

The consequence of being beholden to the movements of variables outside of a Singaporean business’s control is the need to develop a mitigation mentality: where contractors work to achieve efficiency by not cutting corners, paying close attention to prevailing economic currents, and making every move cautiously but not conservatively. “My two pieces of advice to mitigate dispute risks are: one, do it right the first time, and two, pay a fair price for fair work.”

The importance of minimising dispute by doing it right the first time and being on top of cost

issues by seeking trusted contractors cannot be understated: “Making mistakes are legally expensive, and create an adversarial and negative space to work in.”

When clients pursue lower costs at any cost, they end up pushing down costs across the Industry and compelling contractors and subcontractors to cut corners and deliver products of quality below that which was promised—lighting the fuse of a dispute powder keg. According to Jim, the long-term interest of the Industry is found in paying reasonably fair prices for fair work, knowing that doing so “sustains the Industry you’re part of.”



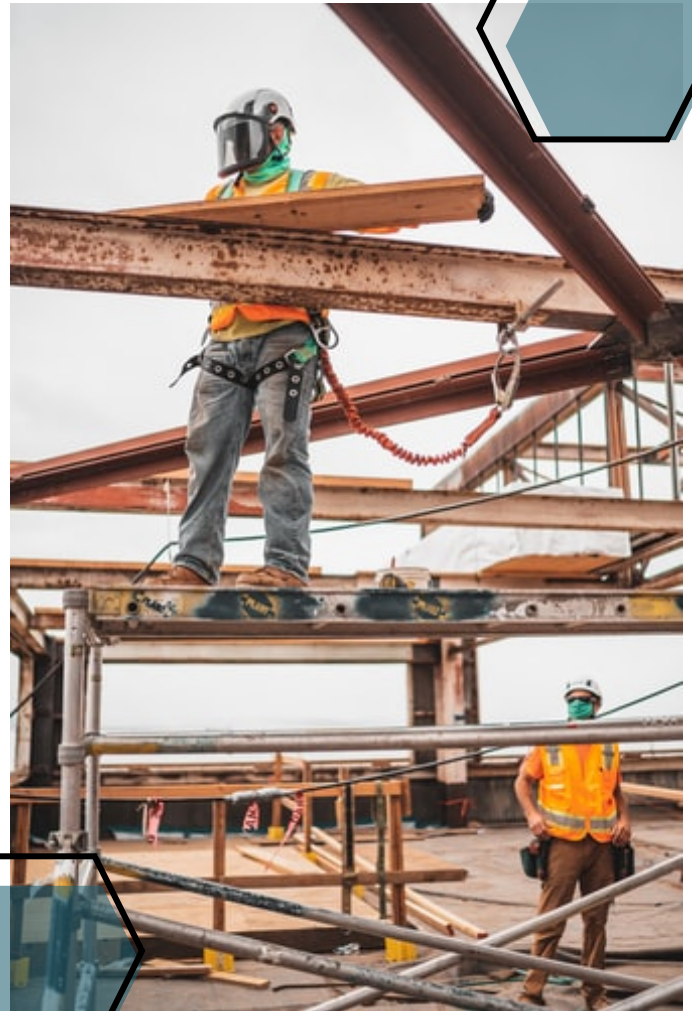
Foundations for the Future

Apart from appreciating the foresight and forward-looking energies of the Government and his understanding of the Industry's sensitivity to foreign factors, Jim works to put this appreciation and understanding into practice. As part of The Lighthouse Club and more generally, Jim has been passionate about mentorship and the provision of more complete information to younger, inexperienced, prospective members of the Construction Industry.

Much of the Singaporean Construction Industry's dependence on foreign talent may be traced to the fact that a large number of young Singaporeans who are trained to enter the Industry (Engineers, Surveyors etc.) are instead nabbed by other industries that seem more appealing at the outset: such as financial services. Jim believes that it is vital to provide adequate mentorship and, true to form, impartial information to help these young builders make far more informed decisions. These decisions are not simply to help them choose a lucrative career, but as Jim strongly emphasises, "a career that they will be happy with and enjoy doing."

And this may be the largest lesson the Industry takes into 2021: revisiting the foundations of the Industry—the workers who lay the bricks and rebar, the youth who carry the Industry forward, the technologies that enable its progress—is absolutely critical. This year will be one where all members of the Industry and of SIBL scrutinise those foundations and understand that no Cathedral can be built on straw. The toolkit for this scrutiny—impartiality, objectivity, going with the flow—are borrowed from members of the Industry such as Jim Chessell, but of value to us all. SIBL is richer for his membership and

walks with him and all of its members into a time of searching, hopeful optimism, and tender nurturing of new, stronger foundations upon which to reach greater heights ▪





Accrediting Green Building Professionals

The SGBC Green Mark Professional Qualification Scheme succeeds the BCA Green Mark Specialist programme and aims to uplift, upskill and recognise green building competencies of professionals active in the built environment sector.

Certification Types

Green Mark AP

The Green Mark AP certification qualifies industry professionals with the knowledge and expertise needed for the implementation of Green Mark projects.

- Green Mark Accredited Professional (*Green Mark AP*)
- Green Mark Advanced Accredited Professional (*Green Mark AAP*)

Green Mark AP (FM)

The Green Mark AP (FM) certification qualifies industry professionals with the knowledge and expertise needed to maintain and operate green buildings.

- Green Mark Accredited Professional (Facilities Management) [*Green Mark AP(FM)*]
- Green Mark Advanced Accredited Professional (Facilities Management) [*Green Mark AAP(FM)*]

Continuing Professional Development

A key feature of the SGBC Green Mark Professional Qualification Scheme is the establishment of a Continuing Professional Development (CPD) framework for all Green Mark APs. Through a host of meaningful programmes and activities, Green Mark APs are able to remain abreast of industry trends and stay ahead of sectoral developments.

Green Mark AP certifications are renewed annually upon fulfillment of the renewal requirements.

Renewal requirements
for **Green Mark AP and
Green Mark AP (FM)**



12 SGBC-GMAP
CPD Points

Renewal requirements
for **Green Mark AAP and
Green Mark AAP (FM)**



18 SGBC-GMAP
CPD Points



About the
scheme



Upcoming
CPD activities



Renewal
Requirements



Frequently Asked
Questions

REDISCOVERING THE MAGIC OF BUILDING

Pak Yusuf Chong of Lyman Group Reflects on Going Back to Basics to Break into Building Today

Hansel Tantohari, for SIBL

Today's digital age has transformed the world as we know it—including the traditionally insulated building industry. A walk around a modern building site might seem completely unfamiliar to a builder from the 1980s: project managers and contractors walking around with iPads containing extremely detailed information about various aspects of the project, the project itself casually employing a huge range of advanced building techniques that just two decades ago would have been considered so outlandish that they might as well have been magic. Indeed, the building sector has experienced massive gains in productivity over the years due to advances in technology.

Yet, the young builders of today are increasingly disillusioned and cynical about building as a



career—a problem that more advanced technology alone can't seem to solve.

In fact, increasingly rapid advancements in technology often make it worse for young builders. Things change so fast that it's exceedingly difficult to keep up. And if they can't keep up, then why try at all?

Doubling Down on Basics

Pak Yusuf Chong, Director of Lyman Property Group and one of the pioneer members of SIBL, recognises this problem confronting newer generations of builders and deeply sympathises with them. As a result of the overwhelming pace of development and young builders' limited "touch and go" interactions with each development, many new builders quickly lose their bright-eyed optimism about Building as a profession and begin to view it as "just another job". Having himself been a strong advocate for young builders and having mentored scores of them personally, he strongly believes this "just another job" mindset is one of the biggest things holding young builders back from their full potential. Most importantly, however, he believes there is an answer, and it isn't more technology or young builders having to work harder to acquire more "skills".

Instead, he believes the key is in reigniting the passion for building which is achieved by young builders returning back to the very basics of building as a profession; moving away from academic literature and theory and toward the practical, rich learnings that on-site/ hands-on experiences have to offer. To illustrate this message, he fondly recounts how builders like himself would get exposed to the newest

technology or cutting-edge building technique in the pre-internet age, when access to personal computing was a mere idea in Bill Gates' head.

"I remember when I first heard as a young builder in Singapore that the Japanese pioneers of the then revolutionary "tunnel [boring] machines"(TBMs) were bringing their technology to Singapore for the development of its new MRT systems back in the early 80s. **I was fascinated. A machine that could bore beautiful, uniform holes in the earth 30m below the surface in record time. It was an engineering marvel and I just knew I had to see it for myself.** And so I jumped at the very next project that had a chance to work with these new machines. At the time, I couldn't simply Google it or watch a YouTube video to see it in action. **I just had to ... be there.** To watch it work, to see it roar, to watch all my fellow builders on site get our minds collectively blown away by the pinnacle of human innovation before us being used to improve the lives of so many people. It was incredible. Learning was never a chore. It filled me with excitement because of how rich these real-life experiences were."

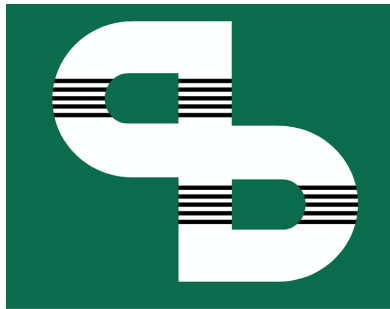
It must be noted that Pak Yusuf is absolutely not questioning the usefulness of the tools of the digital age that we have today. They should absolutely continue to enrich our knowledge. Rather, he is referring to how being forced to learn by actually being there, on-site, due to the constraints of the pre-internet age was in many ways actually a blessing.

Integrated Experiences

Beyond just being a far more interesting experience than theoretical studying of the TBMs would have been, he also was able to understand and appreciate much more of the practical nuances of adopting such new technology. What regular processes had to change on-site when they used these machines, what other supporting processes had to be adopted, these were all things that he was able to see and learn with his own eyes. And this type of advanced, practical knowledge made him far more valuable to his future projects and employers.

Of course, he believes that the responsibility for ensuring that our young builders have more of these practical experiences does not fall on these young builders alone. Rather, the building industry as a whole must step up to increase access to such experiences.

Modern employers must integrate more real-world experience into their training programmes rather than confining their new, eager builders into their comfortable offices or mostly digital roles. Even trade associations like SIBL have a key role to play in bridging the gap between the academic educations of promising builders and the "real-world" experiences that lie beyond an academic setting. Maybe then our future builders can have the best of both worlds: powerful access to the infinite knowledge of the 21st Century paired with the practical, nuanced wisdom of being part of the actual building process ▪



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