

B&M Shares Wayne McLellan Award of Excellence

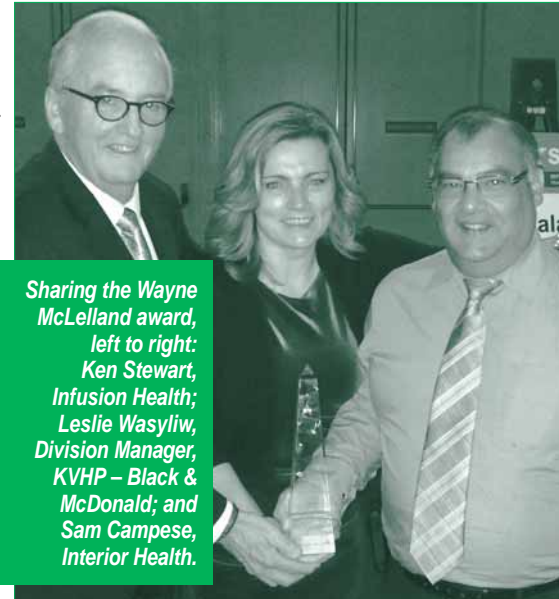
At this year's Canadian Healthcare Engineering Society (CHES) National Conference held September 2015 the Wayne McLellan Award of Excellence was presented to Interior Health Authority along with their

partners, Infusion Health and Black & McDonald for achieving LEED Gold Design for the Kelowna and Vernon Hospitals Project (KVHP).

This award is presented by the Canadian Healthcare Engineering Society to a healthcare organization that has demonstrated a commitment in the advancement of healthcare engineering through outstanding success in the completion of:

- Major Capital Project
- Energy Efficiency Program
- Environmental Stewardship Program
- Healthcare Industry Leadership Project.

The Kelowna and Vernon Hospitals Project was built to achieve LEED Gold design in



Sharing the Wayne McLellan award, left to right: Ken Stewart, Infusion Health; Leslie Wasyliw, Division Manager, KVHP – Black & McDonald; and Sam Campese, Interior Health.

four buildings. It is the largest healthcare capital project in the history of Interior Health, consisting of approximately 53,000 sq m of new space as well as 70,000 sq m of existing space across four buildings in two communities. Built as a Public-Private-Partnership (P3) with Infusion Health, the total

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Growing Strong in the Alberta Oil Sands



B&M's Corey Huskison at CNRL Horizon.

B&M's Western Canadian Industrial Region has joined forces with Tecnicas Reunidas Canada Inc. (TR Canada) to build the mining and upgrading project at CNRL Horizon.

Canadian Natural Resources Limited (CNRL) is one of the top producers in the Alberta Oil Sands. CNRL Horizon, located 70 km north of Fort McMurray, Alberta, is estimated to contain approximately 14.4 billion barrels of bitumen initially in place. Due to the massive resource base, the mine and plant facilities are expected to produce for decades to come without the production declines normally associated with crude oil production.

TR Canada, an international engineering, design and construction general contractor, is currently expanding in

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Newfoundland FMO – Keeping Transatlantic Airways Open!

All transatlantic commercial airline flights are controlled and monitored via an Air Traffic Control Center (ACC) tucked away in the town of Gander, Newfoundland. The ACC is instrumental in keeping the airways open to all flight traffic flying across the Atlantic Ocean, an average of 1,000 flights per day. The ACC building's equipment plays a critical role in maintaining a flawless operation. Black & McDonald Limited has been the HVAC service provider for this facility for the past decade.

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Newfoundland FMO – Keeping the Transatlantic Airways Open

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When Nav Canada approached the service department to install and commission a temporary cooling tower that would be instrumental in the operation of the facility, it came as no surprise to the team. The project required the placement of the new cooling tower, associated pipe work and system integration. The team worked diligently through the week, with several



late nights to accomplish a seamless integration of the temporary tower.

The project team lead by **Scott Collins** will continue to provide technical support to the client during the ongoing operation of the temporary unit, which is expected to be in place until for several months. The team in Central NL has provided exceptional service to this client, meeting their expectations of a service provider time and time again.

Item of interest: following the terrorist attacks of Sept. 11, 2001, Gander and surrounding communities welcomed, housed and fed nearly 6,700 unexpected guests for up to five days, when all North American airspace was ordered closed.

B&M Shares Wayne McLelland Award

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value of the project at the outset was \$434 Million. B&M currently provides facility management services at both the existing and new facilities until the end of the contract in 2042. The facility management portion of the agreement commenced July 1, 2009 with the handover of responsibility for the existing sites. This was the first time in Canada that a health authority took an innovative approach to whole campus facility management.

Black & McDonald led the specification of innovative engineering design for the construction and ongoing maintenance of the buildings. Knowing how critical the facilities maintenance component is, they put into place the expertise and defined accountabilities to ensure the facilities, mechanical systems and infrastructure were built and are maintained to the highest quality standards for the life of the buildings.

The unique aspect of the project is that it applies to campuses that are located in two different cities, located 50 km apart and pertains to both new and existing buildings at both campuses.

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Western Industrial Region: Growing Strong in the Alberta Oil Sands

Canada. They are capable of covering both upstream and downstream operations in the oil sands industry.

Our success at the Husky Sunrise Site has helped B&M's Western Canadian Industrial Region explore new opportunities in the large industrial market. Our work with TR began in February 2014, with boots on the ground in March. We are currently providing construction, construction

management, procurement, site services and warehousing for this project; B&M's workforce numbers approximately 700.

The work involved includes modularized pipe rack assembly and installation including heavy lifts required to land pre-assembled super modules and equipment, piping interconnections, cable tray and electrical installation, static equipment installation including pressure vessels, heat exchangers and boilers,

rotating equipment installation such as pumps, compressors and packaged units, as well as pre-assembly and erection of structural walkways and platforms.

In October, 2014 we quickly ramped up with close to 500 B&M people at ConocoPhillips Surmont 2 Project, a large Steam Assisted Gravity Drainage (SAGD) production facility built in a single phase. When complete, Surmont 2 will produce up to 109,000 barrels per day. B&M is working closely with Bantrel, one of Canada's largest and most respected engineering, procurement and construction companies.

The Western Canadian Industrial Region is a leader in safety on each of our projects, with over 2.5 million hours and counting with 0 LTI's since our inception in 2012. By diligently following Black & McDonald's HSE Management System and supporting a strong safety culture, the goal of "Nobody Gets Hurt, Today or Tomorrow" is achievable.



B&M crews onsite at Conoco Phillips Surmont 2

B&M Opens New Saskatoon Facility

Black & McDonald have moved into their new office/fabrication facility in Saskatoon, Saskatchewan.

Strategically located with direct access to major traffic arteries Highways 11 (North, South and East) and Highway 16 (West) on a 13.5 acre parcel of land, the pre-existing 35,000-square-foot agriculture manufacturing facility was

renovated and upgraded to accommodate our structural, metal and piping fabrication services. This facility will enable Saskatoon to supply fabricated material to all of the Regions in Western Canada.

A new, two-storey office building was added to the existing property. This new 18,000-square-foot office space not only accommodates our existing team but will also allow for significant growth over the coming years. The facility also houses an AutoCad drafting department, Western Canadian Shared Services, several meeting rooms and a dedicated training space.



Southern Ontario Utility Region dishes up a 'Taste of Italy' at the Pullman Court office



Annual Gerdau Ameristeel Shutdown

Gerdau in Selkirk, Manitoba produces custom hot rolled special steel shapes for many applications. As part of the Gerdau annual shutdown, Black & McDonald's scope of work consisted of preventative maintenance, as well as the rebuild, replacement, and repair of steel processing equipment. 2015 marks the largest shutdown to date, with a field staff consisting of 140+ millwrights,



ironworkers, pipe fitters and gas fitters working 12 hour shift rotations.

The shutdown was supervised by Project Manager **Brent Alarie**, Safety Manager **Jeff Jacob** with safety support by **Ian McBean**. Millwright, ironwork and pipefitting foremen support were provided by **Neil Nolin**, **Guy Bruneau**, **Evan Smith** and **Tyler Cherewayko**. Rounding out this team was **Paula Dorge** who delivered all aspects of onsite administrative support.

The strong relationship between Gerdau and B&M has led to the recent signing of a five-year maintenance agreement.

SAFETY

Four Regions Receive IHSA Certification

Please join me in congratulating Southern Ontario Utilities, Southern Ontario Mechanical/Electrical, Power Generation and Northern Ontario Regions in achieving Certificate of Recognition Certification (COR). This achievement exemplifies our ongoing efforts to improve our safety performance.

We believe that to be truly successful in improving our Safety Performance, we need to have external validation such as COR but we also have to work at our safety challenges pro-actively.

For 2016 we have enhanced several of our key tools: Management Inspections will now be focused on Task Observations / coaching , our Near Miss Reporting scope will broaden to include Hazard Identification and Safety Opportunities. We also continue to develop an enhanced Corrective Action database that is available online for increased transparency. Our HSE Management System is the tool box provided to all employees to support us in our journey to zero incidents.

Ray Pleasance

Director, Corporate Safety

"Nobody Gets Hurt, Today or Tomorrow."



IHSA's Enzo Garritano (left) presents Northern Ontario Region's Joe Landreville (centre) and Peter Tuck (right) with their certificate.



Power Generation Region's certificate was awarded to (left to right) Mike Meehan, Heather Kerr, James Whyte, Mark Healy.

Certificates for Southern Ontario Utility & Mechanical / Electrical Regions were presented to Ray Pleasance (left) and Anthony DiGianni.



The individuals listed below achieved significant service milestones in 2015. Congratulations and thanks to all.

Alberta

15 yrs Helmut Heimann
10 yrs Joanne Crooks
Eugene Mulyk
Ross Vrabel
5 yrs Ben McMillan
James Miller
Dennis Rosin
Thomas Silver
Elizabeth Varga

Atlantic

30 yrs George Dalton
John Mahoney
Murray Misner
25 yrs Robert Burns
20 yrs Dave Deschenes
Brian Killen
15 yrs James Stewart Jr.
Chris Barkhouse
Jason Buckland
Mark Searle
Patrick Tanner
10 yrs John Dale
Donald Dooks
John Dooks
Michel Gauthier
Anne Just
Carl MacDonald Jr
Jason MacInnis
Anthony Porter
Robert D Smith
Ken Stevens
5 yrs Joey Anderson
Amy Andrews
Kyle Bradbury
Anthony Bigelow
Jason Breen
Kevin Brewer
Earl Deveau
Murray Fillmore
Orville Greenlund
Frans Heidweiller
Adrien Henri
Patricia Jenson
Mike MacDonald
George MacLaughlin
Todd Marchand
Thomas Marshall
Greg McKay
Michael Moore
David Murphy
Daniel Paintsil
Adam Pearson
Darrell Pelley
Wayne Pellrine
Mike Power
Tammy Rawding
Deanna Russell

British Columbia

15 yrs Greg Barber
10 yrs Kyle Wisniewski
5 yrs Vajira Akiatan
Mark Bell
Steve Brame
Sharon Brandes
Tony Dodson
Ross Fenske
Ray Greenwood
Dean Rosenau
Todd Vincent

Canadian Base Operators

20 yrs Arnie Boyle
15 yrs Heather McIntyre
Jay Wyngaarden
5 yrs Al Christensen
Mike Ellis
Rick Harris
Jack Lambe
Stuart Lowe
Steve Palmer
Brenda Roppel
Dave Vickers
Lee Weller

Corporate Office

10 yrs Mark Healy

Corporate Services Group

25 yrs Quoc Truong
15 yrs Angelo Castaldo
Carlos Goncalves
10 yrs Marie Chaban
Dennis Martini
5 yrs Michelle Cooper
Phil Favarger
Jennifer Kerr
Michael Pignatelli
David Santo

Manitoba

25 yrs Walter Soltys
20 yrs Gordon Falk
15 yrs Phillip Listmayer
Trevor Straub
10 yrs Ron Boulanger
Darryl Clement
Mark Hupe
Doug Lyle
5 yrs Tyler Cherewayko
Perry Chetyrbok
Randy Gustafson
Derek Jones
Stefan Jones
Ronald Meissner
Matt Senkow
Ronald Sholikowski
Dwayne Solnes
Julien Tardiff
Nicholas Thomas

Northern Ontario

40 yrs Mike Sharp
30 yrs Tony Dolan
25 yrs Wayne Thomas
15 yrs Dianne Blondin
Michael Callan
Pierre Charlebois
Michelle Cole
Denis Gauthier
Jeff Leonard
Jamie MacLeod
Marcel Normand
Jeff Van Allen
Andrew Walker
10 yrs Jiantao He
James Limoges
Robert Lodge
Adam MacMillan
Dominic Nicholas
J.C. Periard
5 yrs Donna Smerdon
Dwight Brown
David Cross
Rodney Cummings
Justin Dugas
Luc Graveline
Devin Kelly
Matthew Kewley
Joel Lalonde
Wyatt Nielsen
David Normand
Norm Provencal
Maxime Raposo
Brian Roberts

Power Generation Region

10 yrs Frank MacDougall
Joan Wong
Samir Raza
5 yrs Thomas Bach
Danny Bender
John Corbishley
Gary Crosby
Frank Curtin
Rob Curtis
Robert Dias
Marc Doucet
James Dunn
Nelson Garbett
Charles Hutton
James MacInnis
Kevin Mansfield
Robin Matchem
Errol Meikle
Regan O'Brien
John Parkinson
Jean Raill
Darryle Robichaud
Sherry Robinson
Paul Salvador
Stephen Simkins
Reginald Stanley

Wesley Welling
David Wilson

Quebec

30 yrs Robert Lévesque
5 yrs Patrick Lacoste
Melissa Pereira

Saskatchewan

15 yrs Shaemun Franks
Dale Schick
10 yrs Michael Carnrike
David S. Cross
5 yrs Andrew Conan
Scott Nieman
Travis Sproxtion
Joseph Wilson

Southern Ontario

30 yrs Robert Ardies
25 yrs Ishan Jansz
Bruce McKenna
Darryl Mooy
20 yrs Ewen Cameron
Amanda Hack
15 yrs Niall Higginson
Peter Calabrese
Jason Calleja
Walter Cavalheiro
Al D'Assisi
Shirley Lee
Charlie MacLennan
Matt MacLennan
Kathy McGhee
Dave Owen
Donald Ross
Lucas Warburton
10 yrs Bryan Brooks
Angelo Castaldo
Khee Char
Bruce Cunha
Michael Dicks
Shawn Gosse
Eric Lambi
Raymond Penne
Douglas Perry
5 yrs Jason Pronovost
Tony Abate
Vince Andreaana
Deborah Bambek
Zbigniew Bialasz
Jordan Calabrese
Leonora Canas
Bruce Dorie
Jerry Drury
Maurice Dusseault
Antony Glasgow
Josh Hilliard
Sonja Hutchinson
Jennifer Kerr
Ian Leonard
Tony Lombardi
Ricardo Luis
Ronald Mason
Demetrius Mikrogianakis
John Minnings
Michael Oucharek
Ronald Ponting
Bruce Reardon
Alicia Turner
Giovanni Zambri

Southwestern Ontario

15 yrs Mark Swis
10 yrs Ciera Ciccarelli
Randy Edwards
Matthew Foster
Justin Gagnier
William Townson
5 yrs Simon Watson
Jeff Adams
Gary Citrigno
James Deruytter
Matthew Macdonald
Jolene Mathieson
Doug Rivait

U.S. Operations

10 yrs Salam Ali
Don Clubine
Enrique Flores
Todd Heier
Charlie Roul
Brian Wahn



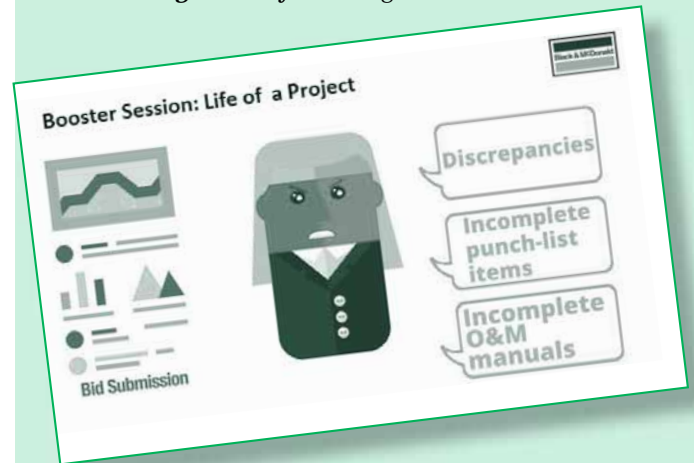
PEOPLE RESOURCES

“Talk to your Customers regularly, confirm their satisfaction”

W.J. McDonald

This is one of our founding beliefs, a core value statement that has stood the test of time and is proudly etched in bronze in each and every Black & McDonald office, our Code of Business. The B&M Way provides insights, learning and tools to assist each and every employee to provide both our internal and external customers an ‘experience’ that keeps our customers coming back for more! The customer service experience is key to continued growth and success and to ensure support of these elements, the Corporate People Resources FY2016 Strategic Plan has a number of initiatives in store to enhance the Black & McDonald experience:

- Extensive Customer Survey Program/Process Revision
- Black & McDonald Culture Video
- Booster Session Video: *Life of a Project*
- First Ever ‘National Bright Ideas Blitz’
- New eCourse: *Leading The Way* featuring Mark Breslin



The B&M Way is far more than a four-hour facilitated training session. It is a collection of resources that are available with rich programs and initiatives just waiting to be tapped into and dispersed across the regions. 2016 will be the year that Black & McDonald prepares to be #EPIC!

For more information regarding Corporate Continuous Improvement, contact **April Jackson** ajackson@blackandmcdonald.com, or for Corporate Human Resources, contact **Jody Bayers**, jbayers@blackandmcdonald.com.

Thank you,

Logan King

Director, Corporate People Resources

Among Us

New Employees

Alberta

Jordano Alfieri, Apprentice Plumber
Beltus Aminateh, Labourer
Bill Andrew, Building Operator
Dushayant Bagaria, Apprentice Plumber
Braden Bain, Labourer
Seth Beaton, Labourer
Jeremy Besse, Sheet Metal Apprentice
Lyall Bjerrisgaard, Journeyman Plumber
Paul Chin, Journeyman Plumber
Joseph Christen, Apprentice Plumber
John Edwards, Journeyman Plumber
Shane Evans, Apprentice Plumber
Paul Gordon, Sheet Metal Apprentice
Joel Gray, Apprentice Electrician
Talon Johnstone, Apprentice Electrician
Robert McDonald, Construction Project Manager
Alec McKenna, Apprentice Plumber
Spencer Phare, Associate Business Development Representative
Dayle Sanders, Carpenter
Kenneth Sanders, Carpenter
Curtis Scott, HSE Advisor
Keith Sewell, Foreman Plumber
Bradley Thoben, Construction Project Coordinator
Kevin Thompson, Apprentice Plumber
Selom Tsedey, Apprentice Plumber
Christopher Derek Wilde, Apprentice Plumber
Glenn Willing, Plumbing Foreman
David Winchester, Journeyman Sheet Metal Worker
Riley Zadrovec, Sheet Metal Apprentice

Atlantic

Sean Delaney, HVAC Apprentice, NS Service
Richard Jones, Combustion Technician, NB Service
Cherrie Moreault, Contract Sales Representative, NB Service
Jason Price, Senior Project Engineer, St. John's NL (ABM)
Eric Redmond, Project Sales Rep./Project Coordinator, NB Service & Commercial
Kyle Tanner, HVAC Mechanic, NS Service

British Columbia

Justin Bong, Building Operator
Sophie Carton, Senior Accountant
Zac Church, HVAC Technician
Brett Davenport, Service Foreman
Jonathan Davis, Shipper/Receiver
Danny Fair, HVAC Technician
Wally Gartley, IOL Site Supervisor
Jana Latter, FMO Administrator, KVHP
Chris Mader, Building Operator
Dennis Power, Project Sales Rep.
Kris Weber, IOL Site Supervisor
Matt Zmud, Project Manager

Canadian Base Operators

Stephanie Harvey, Tailor
Tammy Hogg, Driver
Jim McHugh, Storesperson
Brent Perkins, Storesperson
Derek Potter, Facilities Supervisor/Mgr.

Corporate Services Group

Moshe Bitton, Proposal Writer
Francois Bosman, Business Dev/Mrktg & Sales Manager

Erica Brabon, Energy and Sustainability Manager

Diana Crawford, Training Specialist
John Durant, Buyer/Purchasing Agent
Sarah Gilpin, Training Specialist
Mukund Kumar, Project Coordinator
Clarisse Mariano, Receptionist
Carolyn McDonald, Energy and Environmental Project Coordinator
Karen Mongelli, National Fleet Manager
Jennifer Morris, Buyer/Purchasing Agent
Jennifer Murphy, Executive Assistant
Hayley Preece, Admin. Assistant
Ronnie Scott, Desktop Support Analyst
Sofi Strezos, Training Specialist

Jegowthan Thanapalasingam, Desktop Support Analyst
Tara Waterhouse, Purchaser

Corporate People Resources

Gillian Harper, Administrator
Courtney Weaver, Administrator

Manitoba

Thaad Hebb, Electrician
Stephen Neumann, Iron Worker
Scott Ribble, HVAC Technician

Northern Ontario

Kaitlin Doy-Yat, Facility Administration - FMO Division
Ben Beemer, Project Coordinator - Utility Division
Sarah Jensen, Human Resources Representative
Mary Bellamy, Office Administrator - Utility (Street Light) Division

Quebec

Nancy Gallant, Administrative Assistant, Linde Project
Sylvain Larouche, Piping Estimator
Sylvain Nadon, Technician, Electrical Estimating
André Poirier, Project Coordinator, Linde Project

Saskatchewan

Michael Balog, Plumber
Jason Cronk, Shipper/Receiver
Madison Davies, Apprentice Sheet Metal Worker
Brad Funk, Pipefitter Foreman
Ruslan Goloshchuk, Apprentice Welder
Michael Hawkes, Associate Business Development Rep.
Akil Maredia, Apprentice HVAC Technician

Oren Oslender, HVAC Technician
Andrew Paulhus, Apprentice Electrician
June Pham, Scheduler
Lee Phillips-Mosmann, Accounts Payable Clerk

Devin Ralph, Assistant Controller
Dean Schultz, Welder
Cody Shulko, Apprentice Electrician
Corey Tymchuk, HVAC Technician

Southern Ontario

Nora Bederian, Regional Controller
Anca Bosneag, Billing Coordinator
Malisa Deodath, Accounts Payable Specialist
Stephanie Huton, HVAC Sales Rep.
Navneet Jandu, Accounts Receivable
Lori Lewis, Billing Coordinator
Michelle Mackenzie, Accounts Payable Supervisor
Karen Mathews, Job Cost Analyst
Sandra Mauti, Executive Assistant
Lahouri (Ben) Nimour, Call Centre Supervisor

Sara Pecorella, Human Resources Coordinator
Salvatore Perketa, Facility Supervisor
Ivor Skala, Project Manager
Karen Stanley, FMO Administrator
Syed Tahir, Project Coordinator
Brian Wong, Energy and Sustainability Coordinator
Nancy Wong, Human Resources Generalist

Southwestern Ontario

Brendon Blain, HVAC Maintenance Mechanic
Karly Horvat, Accounts Payable Admin.
Amanda Whalen, Business Development Representative

US Operations

Ryan Bingaman, Project Manager
Jeff Burdett, Project Manager
Mistee Doutis, Project Coordinator
Alicia Elkins, Project Administrator
Gary Fluet, Project Manager
Ryan Hall, Manager of Street Light Services
John Laing, Project Manager

Frank Medel III, Project Coordinator
Patti Miller, Claims Administrator
Heath Ritzhaupt, Regional Operations Manager
Sharae Shaheed, Dispatcher
James Smith, HSE Advisor
Jacob Stoppel, Field Technician

Western Industrial

Juline Merk, Office Administrator
Jesus Anotado, Mechanical Estimator
Jennifer Culp, Accounting Assistant
Alex Lomas, E&I Estimator

Movers & Shakers

Atlantic

Tony Bigelow moves from Construction Superintendent to Senior Project Engineer (ABM)
Karen DeMing moves from Senior Project Engineer to Senior Project Engineer/Contract Interface (ABM)
Murray Fillmore moves to Working Heating Foreman, NS Service
Julie Hebert moves from VP Operations to President (ABM)
Andrew Helyer moves from Mechanical Engineering Lead to Maintenance and Construction Manager (ABM)
Shaun Lafferty moves from Process Engineering Lead to Engineering Mgr. (ABM)
Shamus Noseworthy moves from Operations Mgr. to VP Operations (ABM)
Craig Ward moves to the NL office from NS as Dept. Manager, NL Service & FMO
Chris Welton moves to Working HVAC Foreman, NS Service

British Columbia

Wayne Namana moves from Project Manager, IOL to FMO Operations Manager
Chris Mahadeo moves from IOL Supervisor to Project Manager, IOL

Canadian Base Operators

Tammy Hogg moves from Driver to SMP Coordinator
Derek Potter moves from Supervisor to Manager

Corporate Services Group

Jessica Macasso moves from Jr. Project Manager to Project Manager, FSG
Ken McCarthy moves to Director, FSG
Neal Newman moves from Buyer to Team Lead, National Purchasing, Mechanical and Fabrication
Harvinder Tumber moves from Project Manager to Manager, Project Implementations, FSG
Todd Wheeler moves to National Purchasing Manager

Manitoba

Mark Hupe moves from Division Manager, Construction to Division Manager Service
Jeff Jacob moves from Provincial HSE Manager to Provincial HSE Manager & Projects Operations Manager

Northern Ontario

Deanna Vena moves from Utility Office Administrator to FMO Administrator

Power Generation Region

Michelle Cammalleri moves to Oncore Supervisor
Cindy Longbottom moves to Oncore Administrator
Regina Singh, CPA, CMA, moves to Accounting Manager

Southwestern Ontario

Linda DeSantis moves from Facility Manager to FMO Operations Supervisor

Western Industrial

Lisa Langley moves from Project Coordinator to Human Resources Generalist

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Toronto	(416) 366-2541
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Eric Vogel	U.S.

Black & McDonald

www.blackandmcdonald.com