In October 2015, the Black & McDonald Reservoir Construction Team began discussions at the Valero Energy Refinery in Lévis, Quebec to qualify for the mechanical work on the R5003 reservoir refurbishment project, and also to qualify as a multidisciplinary contractor, for a long-term Master Agreement / Multi-Site Work agreement which allows us to be considered for upcoming mechanical and electrical bids.

In May of this year, Black & McDonald was retained to conclude the Master Agreement and was also awarded the R5003 reservoir refurbishment project, which was executed on a 253-foot-diameter x 59-foot-high reservoir. The work included a new floor, new fixed and floating roofs, wall raising, complete internal structural work as well as odour abatement.

In Western Canada, four Black & McDonald divisions have collaborated and successfully completed shutdown work at the EVRAZ North America Steel Mill in Regina, Saskatchewan. EVRAZ North America is the largest steel company in Western Canada. Their facility in Regina makes steel plate and coil, small and large diameter pipe, and oil and gas well tubing for the energy sector.

The Western Canadian Industrial Region was originally awarded a contract with EVRAZ North America to remove the existing mechanical, piping and electrical equipment, and install new equipment in the Caster (Continuous Casting is the process whereby molten steel is solidified into a semi-finished billet, bloom, or slab for subsequent rolling in the finishing mills). The critical part of the scope was to be conducted, and completed, within a three-week shutdown window. We were able to start the project two months prior to the shutdown period.

Continued on page three

Fresh on the heels of completing a 12-year street lighting maintenance contract with the City of Ottawa, B&M has secured a 3.5-year LED Conversion Contract, along with a six-year Street Lighting Maintenance and separate Underground Locate contracts.

Awarded to B&M in May by Energy Ottawa, a wholly owned subsidiary of Ottawa Hydro, the project will convert 53,000 High Pressure Sodium/Metal Halide Cobra and shoebox type fixtures to more energy efficient LED (Light Emitting Diode) fixtures. Currently, the existing street lights account for 17% of the city’s electrical use – costing approximately $7.2 million annually. This conversion is expected to reduce energy costs by 50% not including the LED Conversion Cuts Ottawa’s Energy Cost 50%.

B&M is on track to replace 8,000 fixtures by year end.

B&M Quebec’s Reservoir Refurbishment at the Valero Energy Refinery

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Continued on page two
As Weather Cools, Business Heats Up at Atlantic Region Utility Division

Summer in Atlantic Canada in 2016 was hot, and if you asked our Utility Division it would be regarded as slower than usual. Then two months pass, how things have changed!

Atlantic Utility Division experienced a flood of work, with 47 jobs opened to date and at least six to eight jobs waiting in the wings to be booked. In addition, there are several important “firsts” this construction season, as the division expands its capabilities and continues to grow.

We were awarded our first substation upgrade in New Brunswick; the work is at the McCain Food’s site in Florenceville. The project consists of installing concrete structures, underground conduit, wiring, and structural steel for the overhead infrastructure. There is great potential for more work to come as there are another possible 17 substation upgrades to be completed over the next 10 years. Many thanks to all involved from the estimating team, to those on site including Site Coordinator & Safety Officer Richard Leblanc.

Another thing to add to this project, this is the first substation upgrade New Brunswick Power has tendered to a contractor, and not completed using their internal resources. Another first for Utility Division is for work better known as “storm chasing”. The agreement was completed on a Tuesday and by Thursday of the same week we were asked how many crews we could provide for the pending hurricane. Whether it’s providing crews for local storms or providing crews for storms outside of our borders, the ultimate goal is to provide high quality, safely performed utility services where and when they are needed.

For Ottawa planning to convert some 8,000 fixtures in 2016, with 15,000 being completed over the next 10 years. Many thanks to all involved from the estimating team, to those on site including Site Coordinator & Safety Officer Nadeem Khoage.

Ottawa Conversion Saves Money and Maintenance

The project consisted of installing 152 utility poles, overhead cables and connections at the windmill farm in Liverpool, Nova Scotia. Some minor overhead installations have been completed over the past years, but this is the first major installation. This project consists of installing 152 utility poles, overhead cables and connections at the windmill farm end of the installation. This project is significant as the Utility Division gains more experience and equipment to continue our success in this market.

The final first achievement this year is signing a storm services agreement with Nova Scotia Power. This agreement is for work better known as “storm chasing”. The agreement was completed on a Tuesday and by Thursday of the same week we were asked how many crews we could provide for the pending hurricane. Whether it’s providing crews for local storms or providing crews for storms outside of our borders, the ultimate goal is to provide high quality, safely performed utility services where and when they are needed.

Ottawa Conversion Saves Money and Maintenance

The project started July 1, with Energy Ottawa planning to convert some 8,000 fixtures in 2016, with 15,000 being converted in each of the subsequent years. Fortunately, weather in Ottawa has been more than exceptional since the start of the contract, and as long as we are not fighting with snow and other inclement weather, we are on target to attaining this first milestone.

Refurbishing a Reservoir for Valero

These activities were completed successfully at all levels, including safety, performance, quality, labour relations and most of all, collaboration with the client. These elements made it possible to carry out the project without any accidents, while respecting the deadline and the estimated budgets. Congratulations to the team involved in this project, under the management and supervision of project manager Yves Lefebvre, Superintendent Jean-Claude Leblanc, Supervisor Richard Leblanc, Foreman Gérald Caron, Administrative Assistant Sylvie Paré and Safety Agent Jacques Veilleux.
Manager Utilities Estimating, was led by Southern Ontario
The project proposal team renewable energy facilities.
and will be owned and operated by an
a maximum electrical output of 78 MW
in northern New York state. In May we
the Jericho Rise wind turbine generating
turbine generator offloading, erection,

We mobilized in mid-July and commenced work on our scope; this is
when we first witnessed the commitment to teamwork. Trent Diederich, Project Manager, Regina assisted with permits and offered the use of the laydown yard at the Regina office as well as the use of Sea Cans that were in the yard. While we didn’t require those services, it was clear that Trent understood that our success on this job would have an impact on our company, and offered to do his part to ensure Black & McDonald’s success.

During the planning phase the client discovered that there was an immediate need for fabricated pipe (this was an old building so there were a lot of surprises as we started demolishing the equipment). Ron Huckleberry informed the client that we had a fabrication facility in Saskatoon that was capable of delivering the pipe needed in a timely manner. Ron accompanied an EVRAZ representative to Saskatoon and after a tour of the facility, and a meeting to discuss the client’s needs, a purchase order was issued to Shaemun Franks for the piping fabrication. That’s great; we just expanded our service to include fabrication. However the scope turned out to be larger than expected and an additional draftsman was required; Shaemun reached out to John Visconti. John’s team provided all the assistance we needed and we were able to design and fabricate the piping without risk to the schedule.

Thanks to a collaborative effort, cross divisional selling and a common goal, we have successfully completed the job. We acted as one company, capable of performing a multitude of scopes, without compromising our commitment to safety and quality. We are proud of our performance, and the contribution to Black & McDonald as a whole. Not because it was profitable, but because of the committed efforts of separate divisions of Black & McDonald that worked together to ensure a successful job and stayed true to the values our company was built on. “The job was done right, regardless”. Following Peter Calabrese’s lead in his recent leadership message about working together to grow the company, we too will quote Henry Ford: “Coming together is a beginning. Keeping together is progress. Working together is success.”

So it comes down to our company’s ethics, morals, accepted practices, norms and values.

There are several factors that make it difficult for us to move our safety culture forward:

1. Production pressure
2. Complacency
3. Normalization of deviance
4. Tolerance to inadequate systems

Working together we can minimize their effect on our safety cultural performance.

Ray Pleasance
Corporate Director, Safety

Southern Ontario, US Operations Collaborate on The Jericho Rise Wind Farm

In February, B&M was pre-qualified to submit a proposal to provide wind turbine generator offloading, erection, tower wiring and electrical testing on the Jericho Rise wind turbine generating facility on a greenfield wind farm site in northern New York state. In May we were awarded the contract to perform the scope of work with Indianapolis, Indiana based IEA Renewables.

The Jericho Wind project will provide a maximum electrical output of 78 MW and will be owned and operated by an existing Black & McDonald client, Electrique’ De Portugal Renewable, an international owner and operator of renewable energy facilities.

The project proposal team was led by Southern Ontario Region’s Mike Ricco, Manager Utilities Estimating, Chuck Mossman, Division Manager Southern Ontario Regional Substations, Phillip O’Connor, Project Manager and Collin Smythe, WTG Offload and Erection Superintendent.

The planning and execution phases of the project involve US Operations out of Kansas City and the Southern Ontario Region. The planning phase required approximately 90 days including HR planning that required several NAFTA work visas, non-standard insurance, performance and payment bonds, financial systems to perform transactions in both the US and Canada and the issuing of subcontracts and purchase orders in both countries.

The project team had up to 90 employees on-site at the height of the project. Eric Vogel, Peter Calabrese, Chuck Mossman, Phillip O’Connor, Jeff Martin, Collin Smythe, Judy Stratton, Bryan Eitzmann, along with many others have contributed to the planning and execution of the project.

The US marketplace for renewable energy is poised for major growth. The Jericho Rise Wind Farm project marks a major milestone in Black & McDonald’s entry into offering EPC services on large-scale renewable energy projects in the United States where stakeholders from regional offices from both Ontario and Kansas City have been required to achieve project success.
As we look forward to 2017, our efforts in employee engagement will continue to be of focus at Black & McDonald. We are striving to enhance the employee lifecycle from recruiting through to retirement. As such, we will be looking to introduce new programs and initiatives in the areas of recruitment and development over the next year. With tight competition in our industry for talent, our attention is set on attracting, hiring and training the right people and adding the best talent to compliment all of you – our strength today and our future tomorrow.

In the last edition of the newsletter, we touched on the Employee Value Proposition (EVP). Over the next several months, Black & McDonald will build on our brand and image as an employer of choice. We will look to build our EVP which, simply put, explains why the total work experience at Black & McDonald is superior to that of our competitors. As we move through this journey, we hope to identify what you feel are the key attributes and reasons why you choose to commit yourself to Black & McDonald. An organization’s EVP has been described as “critical to attracting, retaining and engaging quality people”. The benefits of a well-formed EVP not only include attraction and retention of key talent, but will also help to prioritize our human resource plan and strategy. It creates a strong brand people that keeps us all engaged!

With an EVP in place, we can actively communicate this message within our recruiting methods, resources, materials, engagement programs and through you, of course – our greatest asset and true ambassadors.

As our company continues to grow, it also continues to evolve with new programs, improved processes, and better technology. With that comes change which can be challenging for any of us. We appreciate your patience and support as we work with you to continuously improve our organization. After all, that is the Black & McDonald Way!

Thank you,
Logan King
Director, Corporate People Resources
New Employees

Alberta
Firas Abbas, Apprentice Electrician
Kelvin Eaton, Sales Representative
James Pierre Foley, Labourer
Jacob Janikowski, Building Operator
Adam Kukawski, Building Operator
Brent Rosteski, Journeymen Electrician
Shengwen (Steven) Shen, Building Operator
Luis Solorzano, Apprentice Electrician

Atlantic
Matthew Fralic, Construction Coordinator, Dartmouth
Christina (Chrisie) Lewis, Receptionist, Moncton
Michael Shedd, Building Operator at Canaport LNG, NB FMO

British Columbia
Anna Bogovalowa, FMO/Service Administrator
Alvin Li, Building Operator
Pam Lovei, Carpenter
Babak Safari, Associate Business Development Representative

Manitoba
Brent Jesson, Associate Business Development Representative
Vince Schade, HVAC Technician

Northern Ontario
Jodi D’Alessio, Sales Representative, Service Division
Peter Dunlap, Project Manager, Mechanical Construction Division
Esther Jasman, Administrative Assistant, Utility (Street Light) Division
Shan (Jerry) Jiang, Project Coordinator, Mechanical Construction Division
Ashley McIntosh, Customer Service Representative, Service Division
Brandon Zagrodnik, AutoCAD Technician, Mechanical Construction Division

Power Generation Region
Ray Keeso, HSE/HU Manager
Gilles Lemay, QA Manager
Cynthia Roelans, Accounting Assistant
Brad Sinclair, Outage Coordinator
Carl Walsh, Outage Coordinator

Quebec
Luc-André Nadeau, Proposal Manager

Saskatchewan
Tyler Brown, Sheet Metal Worker, Projects
Shefali Dahiya, HVAC Technician, Service
Madison Davies, Sheet Metal Worker, Projects
Sean Espeeth, Electrician, Projects
Ryan MacLeod, HVAC Technician, Service
Brian Malinsky, Building Operator, FMO

Darrell Mooney, Building Operator, FMO
Derrick Nitzer, Building Operator, FMO
Tanner Tarasoff, Welder, Fabrication
Shawn Tyson, Electrician, Projects
John Wambululu, HVAC Technician, Service
Mitchell Wiesinger, Sheet Metal Worker, Fabrication

Southern Ontario
Walter Amaya, Field Services Tech.
Cedric Aniambosou, Service Desk Agent
Katheryn Chereira, Site Administrator
Robert DiCesare, Manager, Business
Kenneth Gibson, Estimator
Carl-Henri Jean-Baptiste, Call Centre Operator
Robynne Lokat, Call Centre Operator
Kaitlyn MacMillan, Admin, Assistant
Ian McCreath, Project Manager
Matthew Mercer, Helper Non Union
Quan Nguyen, Project Coordinator
Gregory Oehring, Field Services Tech.
Dimmir Pappafrangos, Helper Non Union
Darryl Pater, Project Manager
Hetal Prasad, Call Centre Operator
Angelo Raya, Call Centre Operator
Terry Richards, Superintendent Non Union
Sarah Sansregret, Project Coordinator
Paige Schultz, Client Care Agent
Jeyameera Selvachandran, Call Centre Operator
Brandon Stoehr, Project Manager
Paul Voisin, Lead Hand
Patrick Walsh, Project Coordinator
Hongli Xue, CAD Operator/Technician
Crystal Yousuf, Site Administrator
Syed Muneeb Ul Hassan Zia, Senior System Operations Analyst

Southwestern Ontario
John Allman, HVAC Journeyman

US Operations
Scott Amrozowicz, Project Manager
Kurt Berney, Business Development Manager
Brian Gardner, Project Manager
Taylor Gosman, Project Manager
Scott Hudson, Estimating Manager
Calum MacDonald, Electrical Dept. Manager
Sam Mangrum, Operations Manager
Hilary Oberhelm, Buyer

British Columbia
José Custodio moves from Western Utilities Region to Project Coordinator, BC Region
Adrian Wilson moves from FMO Supervisor – Single Room
Occupy Contract to FMO Supervisor, Vancouver Community College

Manitoba
Srinivas Rout, moves to Provincial HSE Manager
Ian McBean moves to Estimator/Project Manager

Power Generation Region
Jennifer Behrends, from SOR to QA Document Control Administrator
Kareem Boodhoo, from Coordinator to Project Manager
Mitch Davis, from H&SHU Administrator to Safety Advisor
Cindy Longbottom, from Oncore Assistant to Oncore Supervisor
Tracy MacEachern, from Coordinator to Project Manager
Tariq Khan, from SOR to QA Document Control

Southern Ontario
Justin Biordi from Project (Site) Coordinator to Project Manager

Phil Butts from Project Coordinator to Project Manager
Anthony Curran from Junior Estimator to Assistant Manager
Jenny Lee, from Security Guard to Security Supervisor
Joseph Lombardo from Project Coordinator to Project Manager
Edwin Bradley MacLean from Project Coordinator to Project Manager
Marc Pedneault, from HVAC Technician to Project Coordinator

Southwestern Ontario
Randy Edwards from HVAC Operations Supervisor to HVAC Division Manager
Steve Walker from HVAC Journeyman to Team Leader

Movers & Shakers

Atlantic
Eric Redmund, NB Commercial Projects, now full time Project Coordinator for Projects
Jesse Evans, from Reception/Admin., Industrial Refrigeration to Industrial Refrigeration Services Admin.
Don Kelly, from BMA/KBAC to B&M Project Lead / Estimator
Christian Lanteigne, from Project Manager to Team Lead for the NB Industrial Group based out of Bathurst

British Columbia

Shan (Jerry) Jiang

Shengwen (Steven) Shen

Scott Hudson

Luis Solorzano

Ashley McIntosh

Vince Schade

Katherine (Chrisie) Lewis

Ray Keeso

Southwestern Ontario

Cindy Longbottom

Brandon Stoehr

Jodi D’Alessio

Edwin Bradley MacLean

Derek MacEachern

Jesse Evans

Candice Leung

Ross Maddever

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