



THE B&M NEWS

The Newsletter about Black & McDonald People and Projects

The Storm Chasers Atlantic Region Heads South After Wild Weather

Atlantic Region's Utility Division has been working for some time to train, acquire tools and qualifications and make the necessary commercial agreements to allow them to provide services as 'Storm Chasers'. It didn't take long for the first big test to come along.

On September 6 Black & McDonald sent five line trucks and a support truck to assist with the aftermath of Hurricane Irma. The team physically started working on site in Florida on September 14 in the Saint Petersburg area. Next they moved to central Florida in the Sebring area. They drove a total of 8,841 km from the time they left, until they returned home safe in Dartmouth.

The residents of Florida were extremely happy to see the crews working to restore their power. One evening after a 16-hour shift the team went to a local restaurant for food. When they entered the restaurant they received a standing ovation for their efforts restoring power!

Black & McDonald would like to thank the 11 employees for heading to Florida for three weeks. People might think this would be a great vacation for them but that was not the case. The group stayed in a range of locations and a variety



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Refurbishing the Darlington Nuclear Power Facility

When Black & McDonald's Power Generation Region moved offices from Pickering to Clarington, Ontario last year, we positioned ourselves between the Pickering and Darlington nuclear plants to better support both stations. The current office facility houses between 50 and 60 employees, with the bulk of our staff on site – about 450 people at Darlington and 150 at Pickering. Morale remains high at PGR and the Team was recently recognized by the Province, Clarington and OCNI for our commitment to the nuclear industry.

The Darlington Unit 2 Refurbishment Program, which started in October 2016, is keeping PGR very busy with a series of projects. We are executing the preventative and corrective maintenance programs on 985 valves throughout different systems. This includes valve replacements, valve overhauls, lubrication of stems and actuator replacements/overhauls, relief valve removal and replacement and piping replacements.

We have also completed floor replacements on the lube oil tanks, and a bleed cooler inspection.

To assist with radiological safety for everyone

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U.S. Storm Chasing: Three Deployments, Zero Incidents

On August 25, Black & McDonald U.S. Operations was contacted by CenterPoint Energy of Houston, Texas, asking for help with restoration efforts in the anticipated aftermath of Hurricane Harvey. A response team of 70 people were mobilized toward the Houston area on August 28 from Kansas City, St. Louis, and Salt Lake City, consisting of four general foremen, 17 line crews, two mechanics and safety personnel. B&M crews were one of the last storm contractors to be released back to their home utilities, due to our safe and efficient work practices, on September 3.

Three days later, Florida Power & Light asked B&M to assist with the impending Hurricane Irma, set to hit their service territory around September 9 or 10. Crews from Kansas City and St. Louis were mobilized to the Lake City, Florida staging area; final staging was out of Miami, Florida to wait out the storm. Our crews were mobilized to work storm restoration in the Naples and Fort Myers areas from September 11 until their release 12 days later. 50 employees were deployed; three general foremen,



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Building a Career at Black & McDonald

Our technical capabilities at Black & McDonald are exceptional and exceptional projects are executed by exceptional individuals. Attracting top talent and developing future and existing leaders have become strategic imperatives to meet the growth targets and challenges ahead.

Building a Career at Black & McDonald entails strategic people-related processes and programs to support these imperatives.

Our recruitment strategy is to establish a pipeline of high-performing, high-potential, mobile talent that will position the organization to meet the growth challenges ahead. Creating this pipeline requires several key elements:

- Communicating who we are and what makes B&M a special place to work in a succinct, honest and compelling way
- Partnering with select schools to attract top interns and graduates
- Strengthening our presence on social media and job boards.

Maintenance of a strong leadership pipeline is an important aspect of our growth trajectory. *Building a Career at Black & McDonald* involves providing Leadership Development program activities to existing and emerging leaders. Our Leadership Development Program will be piloted with a small group of existing and emerging leaders in April 2018 involving formal learning and mentorship to support them in the development of their leadership capabilities.

A subset of the overall program is targeted at early career talent with leadership potential and involves participation in a two-year rotational work program applying both traditional in-class/e-learning and on-the-job learning in four Centres of Expertise (CoEs): Northern Ontario Region (M/E projects), Atlantic (Service), Commerce Valley Drive (FMO), and Kansas City (Utilities). These CoEs were selected for their expertise in a specific business line, capacity and capability to develop early career individuals. The CoEs will provide of on-the-job training and mentorship & coaching to ensure that each Candidate reaches their personal program goals per rotation. Being a CoE affords the region an opportunity to develop future leaders, deepen understanding of our lines of business, and build a legacy within the B&M talent pipeline.

Peter Tuck, RVP of the NOR CoE, shared his thoughts on the program: *“This program is a game-changer and we are so excited to be part of this transformational initiative. The opportunity to help build and develop young people with potential to take on a leadership role is excellent for our region, our leaders and the M/E projects business line. We know that this will take time and commitment to ensure the LDP Candidates have a rewarding experience and leave the region having made a meaningful contribution and having built a long-lasting network.”*

Each CoE will be supported by a mentorship team. The mentors' responsibilities will be to impart knowledge and skill to help navigate and facilitate the employee's development plan and aid the LDP Candidate in growing and learning new skills. This role is critical to the LDP Candidates' development and overall success of the program. **Dennis Martini**, CoE Mentor, CVD FMO says *“The role of mentor in the LDP Rotational Work Program is fundamentally important – it's not just about imparting knowledge and lessons learned, it's equally about making the candidate feel truly welcomed within the B&M family. One of the greatest threats to growing companies is the competition for talent in the near and long term – having young people that are equipped to grow and learn quicker than ever before so they can be truly involved in more substantial things.”*

The official launch of the first rotation is January 8. LDP Candidates **Drew Crowell**, **Emal Sataar**, **Taylor Dingman** and **Frédéric Duplessis** will join their respective CoE RVPs and Mentorship Teams, and begin their rotational work program. It is an exciting time for B&M and great things are ahead of us. Keep an eye on *The B&M News* and *The Wire* as the best is yet to come.

Kerry Shaw

Director, Training, Learning and Development

Storm Chasers

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of accommodations; from hotels (when they were lucky) to sleeping in a conference room on army bunks along with about a 100 others to FEMA trailers designed for 12 with bunks. The food situation was not much better.

The thing with storm chasing is you never know when the work will come. The crews were not home for long when another storm came up the eastern coast of the USA. On October 30 at 4 a.m., a call came in and the crews were off again, arriving Tuesday morning in Durham, New Hampshire. This time the work included transformer replacements, repair of overhead lines, and transferring of live power lines. For the second time the B&M crews were among the last released in the area.

On the trip home the crews were again called into work with Central Maine Power. They were staged in Rockland ME and completed primary line repairs, new transformer installations, and residential service repairs.

Many thanks to Supervisor **Shane Higgins** and his crews: **Ross Boutlier**, **Michael Leary**, **Duane Shay**, **Ross Macpherson**, **Barry Stephens**, **John Hoage**, **Neil Doucette**, **Gary Osbourne**, **Gilbert Johnston** and **Oscar Arsenault**.

CBO's First Year at CFB Suffield

CFB Suffield, the largest Canadian Forces Base and the largest military training base in the Commonwealth, is located in Southeast Alberta, some 50km west of Medicine Hat. In January 2017, Canadian Base Operators commenced a preventive maintenance program with the British Army Training Unit Suffield (BATUS).

After a hectic start-up, an erratic winter followed by a dramatic increase in British soldiers over the summer, CBO is now working hard to complete the first year of a robust PM program. CBO is responsible for the majority of maintenance of the BATUS buildings in CFB Suffield, which represents 144 structures, including everything from accommodations that house hundreds of soldiers, to kitchens, communications facilities, fuel compounds and storage huts. Included in our responsibility are almost all avenues of preventative maintenance including building exteriors, interiors, plumbing, electrical, HVAC, generators, and even pest management.

CBO Suffield employs two administrative assistants, six tradespeople and one site manager. To date, CBO has completed over 9,000 work orders with an expectation of completing more than 12,000 before the end of the year. The feedback from the end users has been positive, as excellent response times coupled with rectifying problems in short order with no rework has been well received by the end users. As we enter year two of the contract, lessons learned are being brought forward, with the main focus being on completing all maintenance services in a timely and professional manner. The end users are always happy to see a CBO smile and tool bag in hand, ready to rectify their maintenance problems.

Refurbishing Darlington Nuclear

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in the reactor vault using a plastic suit, we have completed breathing air station breakdown repairs in the reactor vault and confinement rooms. We are also progressing with replacement of the powerhouse upper level service water piping. As well, two moderator heat exchanger inspections are underway: one began in November, the second is slated for January.

B&M has also partnered with BWXT to provide the labour for their work programs on the steam generators (boilers), shut down cooling valve overhauls and replacements and the moderator system valve overhauls and replacements.

Helping BASF Create Agricultural Products in Saskatoon, Saskatchewan

BASF is a worldwide organization focused on research and innovation in chemicals, plastics, farming, and oil and gas. Their Saskatoon, Saskatchewan facility is devoted to research, development and production of seed and soil inoculants for global agricultural markets.

In January of 2017, the Saskatoon Projects team was awarded a contract to expand the BASF Saskatoon process line to double their current capacity. Over the eight-month duration of the project,

substantial change orders increased the project size by more than half.

As prime contractor, manpower exceeded 35 during the summer months. In addition to self-installing the structural steel and duct supplied by the Saskatoon-based fabrication facility, the Projects Division self-performed the plumbing install, electrical install and setting of owner supplied process equipment. B&M was also responsible for overseeing and supervising carpentry, drywall, flooring, masonry, concrete and painting subtrades.

Even with the increased project size, B&M Saskatoon completed the project with only a minor 45-day extension, concluding the project to the client's satisfaction. Key people involved in the project include **Jeff Latsay**, Project Manager; **Jason Davies**, Sheet Metal/Steel Foreman; **Tyler Dyck**, Plumbing Foreman, and **Marley LaFortune**, Electrical Foreman.



B&M helped double the capacity of BASF's process line

Northern Ontario FMO Division Meets High Project Demands At Canadian Forces Bases

A trio of Facility Management & Operation Contracts with Defense Construction Canada have deployed Black & McDonald's Northern Ontario Region FMO Division to Canadian Forces Bases in Ottawa, North Bay and Trenton, Ontario.

At CFB Dwyer Hill in Ottawa, B&M has re-secured one of Northern Ontario's largest agreements. The new five-year contract with a five-year option covers a host of electrical, mechanical, plumbing, security and maintenance tasks for more than 100 buildings, as well as parking lots, sidewalks, roads and land.

The facility is home to 12 full-time B&M staff, supported by a group of outside contractors and NOR service department personnel as their skills are needed. "We look after various support services such as emergency response, job

tracking and management, budgeting and financial control, help desk services, and even utility management – we actually even make their utility payments" says **Dominic Nicholas**, FMO Manager for Northern Ontario Region.

CFB North Bay has been called the most important military base in Canada, as it is the home of NORAD and is responsible for the air defense of Canada. Currently, B&M is in the second year of a three-year contract, with a seven-year option, running 24/7 operations and monitoring building systems in support of NORAD. We have six full-time people on site involved in Building Automation System monitoring and operation; HVAC and refrigeration; door systems, electrical systems and generators. Our people recently replaced two 360KW UPS systems without interruption at the facility.

Safety Culture – Walking the Talk

By now, everyone in our organization is aware of the importance of continuing to develop a positive safety culture. But what does it mean to us? Simply put, it's our effective 'leadership of our business'.

One of the key components to successfully continuing to improve our safety performance lies in our...

Leadership.

We all need to believe that achieving a state of 'Zero Incidents' is achievable. So we have to ask ourselves a simple question: "If everyone in my organization behaved exactly as I do, how safe would my organization be?"

Therefore if we lead by example we should continue to improve. Right?

Companies with leading safety performance presently have done three critical things right in managing the safety of their businesses:

1. Personally committed leadership
2. A belief system that asserts a State of Zero Incidents is achievable
3. A well-disciplined approach to risk management at the field level.

Safety is a journey, not a destination.

Start every meeting with a 'Safety Moment'.

Ray Pleasance

Corporate Director, Safety



At CFB Trenton, B&M has just been awarded a three-year contract with a five-year option covering mechanical and electrical systems, elevators, fire detection and suppression, life safety, and specialty applications including hangar door maintenance and testing specialized racking systems to ensure they can safely handle the weight of weapons and ammunition.

"Northern Ontario Region's FMO Division built our business in the museum market; these Defense Department contracts allow us to diversify and also to meet very high project demands. DCC allows us to involve consultants, create specs, tender works, and manage numerous projects, and to harness the expertise of other divisions, including service, construction, and the national call centre in Toronto" says Mr. Nicholas.

U.S. Operations Chase The Storms

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13 line crews, two mechanics and safety personnel to assist with storm restoration efforts.

Irma's path also meant duties in Atlanta, Georgia for Sparks Energy, restoring power for Georgia Power. 20 employees, comprised of one general foreman, three line crews, five service crews, one mechanic, and safety personnel were sent out of Kansas City. The crews were in the Atlanta area from September 12-16, when restoration efforts in the area were completed.

Black & McDonald U.S. crews worked more than 26,000 hours over the course of the three locations and are proud that all work was done to our customer's specifications with no safety incidents. All the employees followed the company safety motto of "Nobody Gets Hurt Today or Tomorrow". We have received an overwhelming response of gratitude, both from the utilities we assisted and the residents of the affected areas.

Among Us

New Employees

Alberta

Richard Girard, Building Operator
Wahid Hadiby, Building Operator
Dave Mekechuk, Division Manager

Atlantic

Tera-Lynn Beaton, Service Administrator
Shannon Dawson, Mechanical Superintendent
John Jennings, Building Supervisor,
Brad Newhook, Project Manager/Estimator
Martine Richard, Associate Service Sales Representative
Mitchell Travis, HVAC Apprentice

British Columbia

Jonathan Lai, FMO Administrator
Ricky Kainth, Building Operator
Brad Bell, Electrician
Gurmail Dosanjh, Building Operator
Jerry Duhamel, Building Operator
Cory Iversen, Project Sales Representative
Laura Naputi, FMO Administrator
Andrew Portman, Foreman
Robert Smith, Building Operator
Paul Steadman, Facility Manager, KVHP
Steve Waddington, Building Operator

Canadian Base Operators

Joel Bryant, Building Maintenance Technician
Mason Cook, Project Coordinator
Brian Dueck, Facilities Manager
Karen Galliher, Administrative
Bob Greig, Groundskeeper
Mat Lavrijsen, Groundskeeper
Doug McEwen, Fire Inspector
Erin Murray, Administrative
Mitch Westlake, Weapons Tech.

Corporate Office

Feaz Rahim, Chief Financial Officer

Manitoba

Corbyn Forsyth, Plumber
Chad Orchard, HVAC Technician
Candace Rand, Admin. Assistant/Receptionist

Northern Ontario

Alex Arrieta, Project Coordinator
Paul Ayres, Facility Manager
Erikka Larsen, Administrative Assistant
Lauren Lennon, Administrative Assistant
Jason Malone, Project Manager
Alain Marion, Project Manager
Scott Taylor, Estimator/Project Coordinator

Power Generation Region

Brittany Charnley, Project Controls Cost Specialist
Ian Driver, Technical Consultant
Brian Gillard, Outage Coordinator
Joe Jackson, Refurbishment Coordinator
Tori Longbottom, Accounting Assistant
Monika Marczuk, Project Coordinator
Kevin Milton, Project Manager
David Murphy, Project Coordinator
Devarsh Pandya, Estimator
Jimi Shogo, Project Coordinator

Quebec

Martin Cousineau, Commercial Representative
Jean-François Gélinas, Dispatcher/Services Manager
Stéphane Marcotte, Project Manager / Technical Advisor
Emmanuelle Zagaria, Coordinator

Saskatchewan

Gerry Brown, Shipper/Receiver
Brandon Kalp, Apprentice Plumber
Evan Kedves, Apprentice Pipefitter
Daven Korbo, Apprentice Plumber
Harvey Krieger, Building Operator
Ron Laurans, QC Inspector, Fabrication
William Pelech, Apprentice Electrician
Dannen Reiss, Journeyman Plumber
Mitchel Robin, Apprentice Sheet Metal
Darren Strohan, CAD Detailer
Conner Steiro, Apprentice Pipefitter
Dustyn Taylor, Apprentice Plumber
Stephen Weatherbee, Journeyman Sheet Metal
Cheryl Zhao, CAD Detailer

Our People At Work

Training with a dummy to save real lives: mock-rescue training inside a wind turbine at Belle River Wind Farm, just outside Windsor, Ontario



Southern Ontario

Ravi Aiyathurai, QA/QC Manager
Ellen Atkinson, Coordinator
Pravin Balamurali, Call Centre Agent
Robert Bell, Advisor
Steve Bourque, Field Services Technician
Brandon Cardoso, Shipper/Receiver
Joshua Carrier, Training Specialist
Luciano Cavallo, Project Manager
Dominic Chan, Service Desk Agent
Artur Chilingaryan, Project Coordinator
Ottavio Ciammaichella, Coordinator
Victor Cicione, Project Manager
Nelia Costa, Administrator
Tom Davis, Scheduler
Daniel Dishy, Coordinator

Mouadd El-Mrayed, Shipper/Receiver
Pouya Farzam, Project Coordinator
George Figueiredo, Superintendent
Blair Fisher, Supervisor
Danielle Fraser, Administrator
Kelly Fraser, Administrator
Jeaniece Frick, Representative
Tara Ganeson, Administrator
Alison Geary, Project Coordinator
Todd Griffith, Supervisor
Ghulam Hamdard, Project Coordinator
Matthew Howe, Tool Room Assistant
Piotr Kozlowski, Project Coordinator
Pervaiz Jasser, QA/QC Supervisor
Melody Johnson, HSE Advisor
Karen Jones, Administrator
Zubeen Joseph, Quality Assurance
Jay Lee, Project Coordinator
Ronald Li, Project Coordinator
George Liang, Project Coordinator
Antonio Longo, General Maintenance

Alfred Lytle, HSE Advisor
Craig Martin, HSE Advisor
Adelio Martone, Coordinator
Rikki McMaster, Shipper/Receiver
Haydn Messner, Junior Maintenance Mechanic
Denis Moore, QA/QC Director
Arash Motamedi, Project Coordinator
Aijaz Mulla, Casual Building Operator
Craig Nahorney, Project Manager
Osa Ohenhen, Project Coordinator
Monique Palmer, Call Centre Agent
Ali Pandidan, Project Coordinator
Edward Phillips, Project Coordinator
William Ramos, Shipper/Receiver
Stephanie Rombouts, Administrator
Wael Safwat, Director, National Procurement
Daniel Salb, Plumbing Technician
Abdul Shakoor, Refrigeration B Operator
Jordan Simoneau, HSE Coordinator
Kamaljit Singh, DSI Developer
Jesus Sison, General Maintenance Worker
Lakshan Srikanthan, Estimator
Daniel Stewart, Estimator
Jude Stipanovic, Administrator
Chris Thomas, Project Manager Non Union
Veljko Veljko, Project Coordinator
Heath Walters, Coordinator
Ronald Wiens, Supervisor
Nicole Wright, Administrator
Alex Zare-Jahromi, Coordinator

Southwestern Ontario

Ryan Knee, Business Development Rep
Kayley Sokoloski, Accounts Payable Administrator

Movers & Shakers

Atlantic

Jeff Keeping, from Assistant Controller to Regional Controller
Jonathan Savoie, from Project Coordinator NS Utility to Project Coordinator NS Projects
Scott Sewart, from Field Supervisor to Operations Supervisor, NS Service
Mike Trefry, from NS Service Department Manager to Division Manager, NB Service/FMO/ Atlantic Industrial Refrigeration

British Columbia

Terry Bell from Electrician to Electrical Estimator

Manitoba

Brent Jesson, from Associate Business Development Rep. to Service Sales Rep.
Tyna Sandison, from Receptionist/Admin Assistant to Service Administrator
Mike Van Dam, moved from Western Utilities Region to Manitoba Region

Power Generation Region

Lori Amodeo, from Site Administrator to Project Controls Cost Analyst
Sarah Gale, from Summer Student to Accounting Assistant
Brad Sinclair, from Refurbishment Coordinator to Refurbishment Manager
Regina Singh, from Project Controls Cost Analyst to Project Controls Supervisor

Southern Ontario

Travis Adema from Plumber to Plumbing Foreman
Paul Cadiente from Call Centre Agent to FMO Administrator
Mario Camara from Shipper Receiver to Dock Master
Kelly Colosimo from Training Specialist to Junior Project Manager
Dillon Doherty from ERP Support Specialist to Business Analyst
Michael English from Project Coordinator to Project Manager
Jeff Glover from Project Manager to Department Manager
Heather Graham from Project Coordinator to Analyst
Samantha Hill from Project Coordinator to Analyst
Sonja Hutchinson from Administrator to Analyst
Mary Izzi from Coordinator to Analyst
Shannon Kemp from Labour Relations to HR Manager
Mark Llano from Casual Building Operator to Building Operator
Mark Lockie from Plumber to Plumbing Foreman
Ryan Long from Operations Manager to Division Manager, Toronto Service
Christina O'Donnell from Manager to Director
Rod Saccon from Facility Manager to Operations Manager
Sarah Sansregret from Jr. Project Coordinator to Project Coordinator
Kerry Shaw from HR Manager to Director
Daniel Tardella from HVAC Technician to HVAC Foreman
Ruel Telo from Building Operator to Facility Supervisor
Boris Urussov from Senior Building Operator to Facility Supervisor
Angie Valvona from Coordinator to Analyst

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Black & McDonald

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