FACILITY MANAGEMENT & OPERATIONS
Black & McDonald’s comprehensive and integrated approach to managing facilities and the Operations & Maintenance (O&M) functions are well-known throughout the commercial, industrial, institutional, utility, government and private sectors. As an industry leader in both Service Quality and Quality Assurance, Black & McDonald is recognized for its unwavering focus on health, safety, and the environment.

We provide our clients with a single source for such “hard” Facility Management & Operations services as mechanical, electrical, and other building systems as well as such “soft” services as janitorial, building/architectural maintenance, security, food services, and project/construction management. Some clients only need us to oversee their building maintenance while others bring us in to handle all aspects of their facility. Whether their requirements are small or large, Black & McDonald does whatever a client requires.

By working closely with our clients, we customize our programs to align with their business objectives, missions, and values. In addition to our in-house technical expertise, we capitalize on our strategic partners and use a team approach to manage the services of our industry-wide network of resource companies.

Overall, Black & McDonald validated systems and processes:
• set benchmarks
• use proven programs to identify opportunities for continuous improvement
• document results

With such reliability, accountability, and flexibility, Black & McDonald can customize the right-fit solution for any facility – in any environment.

Black & McDonald understands what it takes to make your facility sustainable over its entire lifecycle. We have been in business for over 90 years and have provided Facility Management services for over 30. From mission-critical environments to one-of-a-kind facilities, our vast experience in managing facilities across Canada in every market and industry allows us to expose our clients to Best Practices and provide best-fit Facility Management solutions.

On every site, our Facility Management staff is supported by our mobile trades from within our Service Divisions. This multi-trade resource pool of electricians, plumbers, HVAC/R and control specialists, utility workers, sheet metal workers, and network specialists are ready to provide immediate service and emergency response in support of each and every one of our Facility Management contracts. In addition to providing most Facility Management services, Black & McDonald manages any outside services to the same standards of excellence on which we have built our reputation.

By utilizing Black & McDonald to manage their facilities, our clients can focus on their core business with the assurance that their facilities will operate with maximum efficiency, cost savings, continuous improvement, and employee/tenant productivity. We remain passionately committed to implementing innovative solutions throughout an asset’s entire lifecycle to help ensure healthy, safe, and high-performing facilities.
Asset Management & Lifecycle Planning

At Black & McDonald, our Facility Management services are more than planned maintenance, repair, and managed services. We work with our clients to manage their assets and risk by allocating their funds in the right areas at the right time throughout the entire lifecycle of their facilities.

Our strategic advantages are based on our ability to:

- Stabilize maintenance costs
- Maintain comfort conditions
- Extend equipment life
- Protect the capital investments of our clients

To ensure effective asset investment decision-making for sustainable results in business performance, Black & McDonald takes a holistic approach that addresses assets as well as the supporting resources, business processes, and enabling technologies that are critical to success.

We have the capability and expertise to develop and manage lifecycle plans that look ahead up to 30 years and provide expected replacement and renewal activities. This ensures maximum life and performance of our clients' facilities.

By leveraging vast amounts of asset data, Black & McDonald can effectively manage a facility on a practical day-to-day business level. This allows our clients to integrate proper asset management into daily business routines to achieve optimum performance and full asset potential.

When it comes to manufacturers and technologies, Black & McDonald remains neutral and is large enough to stay current with all emerging advancements. This philosophy allows us to find the right solutions for challenges resulting in the most efficient and cost effective long term course of action possible in every scenario.

<table>
<thead>
<tr>
<th>Capital Investment Strategies</th>
<th>Decision Drivers</th>
<th>Prioritization</th>
<th>Budgeting</th>
<th>Approval</th>
<th>Execution</th>
</tr>
</thead>
</table>

A HOLISTIC APPROACH FOR ASSET DECISION-MAKING AND SUSTAINABLE RESULTS
Energy & Sustainability Services

With 40% of energy consumed by buildings and over 50% of buildings operating at less than 60% efficiency, energy and sustainability are top-of-mind issues for owners, property managers and progressive tenants. As mechanical, electrical, utility, and facility service professionals with vast experience, Black & McDonald is best positioned to help our clients navigate the path to sustainable solutions that achieve results.

Whether the focus is on energy services or a broader approach to sustainability (e.g. corporate programs, LEED, or BOMA BEST), Black & McDonald works closely with our clients to help them achieve and sustain a balance between environmental stewardship and their bottom line. We provide the needed documentation, financial and technical analyses, benchmarking, audits and technologies that ensure the proposed solutions and practices are effective and financially viable.

Building owners recognize that it is good business to manage their carbon footprint and energy consumption in order to minimize operational costs and maximize productivity. They turn to Black & McDonald to assist them in identifying conservation measures and best practices in Operations & Maintenance that are practical and cost effective for their particular facilities and usage.

Our approach is as comprehensive as you require from providing a support role to leading the program on your behalf. No matter what, we are at your service for the long term and back our work with proper measurement and verification. By measuring and analyzing the results, we ensure that your facility is operating to its fullest energy conservation potential.
Currently managing our portfolio of more than 60 million square feet of facilities

OUR SERVICES

At Black & McDonald, a key component of our service is ensuring our clients know exactly how much planned maintenance is being done and at what cost. Priorities and options are reviewed with their senior management so that the maintenance of the most important assets and critical environments can be prioritized within the facility management plans. Together, we consider the impact of our work schedules on the health and safety of their personnel and their overall operations and systems.

We take great care in assigning the right people to the right client and site. Black & McDonald’s highly skilled Facility Management professionals are certified to perform their work and are guided and supported by seasoned managers. Our Facility Management teams are trained to integrate into our clients’ culture and to take ownership for the performance of the systems and facilities under our care.

A SAMPLE OF OUR FM/O SERVICES:

• Plumbing, Heating & Ventilation Systems
• Air Conditioning Systems & Controls
• Refrigeration Systems
• Electrical Power Systems
• Elevators & Lifts
• Fire & Life Safety Systems
• Security Systems
• Voice/Data Networks
• Lighting System & Relamping

• Water & Wastewater Systems
• Roads & Groundskeeping
• Parking Operations
• Energy Management
• Construction & Project Management
• Facility Audits & Inspections
• Substation Testing & Maintenance
• Circuit Breaker Calibration

• Power Coordination Studies
• Air Balancing (NEBB Certified)
• Water Balancing
• Landscaping, Fencing
• Snow Removal
• Food Services
• Janitorial, Housekeeping, Window Cleaning

CERTIFIED TRADES & MAINTENANCE SPECIALISTS:

• FM Managers
• Building Operators, Stationary Engineers
• Electricians
• Network Cabling Specialists
• Instrumentation Specialists

• Plumbers & Pipe Fitters
• Steamfitters, Welders
• Millwrights
• Carpenters
• Sheet Metal Workers

When services outside our extensive scope are required for our clients, we utilize our established relationships with highly qualified and thoroughly screened suppliers. In these situations, Black & McDonald does not delegate contract responsibilities to these subcontractors. We manage and monitor their activities and hold them accountable for their contracted scope of work.

In all cases, we align our subcontractor policy and processes with that of the clients’ to properly reflect their standards in such areas as procurement, health & safety, quality, and performance. We drive best value for money for our clients by aligning with strategic subcontractors whose values and business practices are similar to ours and our clients’. This ensures quality services, on schedule, and at a price that is equitable. Our policies and procedures remain competitive, transparent, performance-based, and provide equal opportunity to all suppliers and vendors.
Our continuous improvement culture has driven a tradition of quality since 1921. Black & McDonald’s performance monitoring and continuous improvement approach is directly tied to and underwritten by our Quality Management System (“QMS”).

This formal, multi-tiered approach to Quality Management and continuous improvement provides the platform for formally reviewing and evaluating all delivered services on an annual basis from a financial, technical and efficiency perspective. This identifies opportunities for economies, improvements, and savings within the operations and maintenance of the facilities.

Since 1921, Black & McDonald has worked on the principle that continuous improvement planning is the backbone of any maintenance management program. We have always recognized the powerful results that come with incremental improvements of processes and procedures.

The QMS methodology informs and guides every aspect of the Facility Management and Operations functions. This requires a total collaborative, integrated effort by all levels of the organization. Our people take ownership for the performance of the facilities and systems under their care.

We can integrate client performance metrics into our QMS program during the start-up phase of a project. The metrics not only measure performance but are also utilized to chart short and long term objectives, generate strategies, formulate action plans, and maintain open dialogue.

Our performance-based contracts that include the development of Key Result Areas (KRAs) or Key Performance Indicators (KPIs) can also include a Performance Incentive Fee (PIF) or deduction model where we put a percentage of the annual value of the contract toward performance improvement programs.

This formal, multi-tiered approach to Quality Management and Continuous Improvement provides the platform for our Client Success Team to perform its work. We define our Continuous Improvement and Performance Management Program during the start-up phase of each project. The metrics we track are not only measured by clients, but are also utilized to chart short and long term objectives, generate strategies, formulate action plans, and maintain open dialogue.

In addition to providing the framework for all work order management, reporting, and measurement of performance, our CMMS documents:
• Design and Installation Specifications
• Operating Procedures
• Planned Maintenance and Frequencies
• Maintenance and Repair Histories
• Operating Efficiencies
• Regulatory Activities/Inspections
• Lifecycle Information For Every System, Asset, or Service Under Our Care

For every new client, Black & McDonald develops a unique and customized Quality Management Program based on the needs and requirements of the site. We use our own templates developed over several years on sites and through contracts of similar magnitude and complexity.

Our CMMS platform is a fundamental tool for our Facility Management and Operations, the hub of information flow. It provides detailed strategic asset and work management capabilities for every aspect of managing your facilities.

For every new client, Black & McDonald develops a unique and customized Quality Management Program based on the needs and requirements of the site. We use our own templates developed over several years on sites and through contracts of similar magnitude and complexity.

The QMS methodology informs and guides every aspect of the Facility Management and Operations functions. This requires a total collaborative, integrated effort by all levels of the organization. Our people take ownership for the performance of the facilities and systems under their care.

We can integrate client performance metrics into our QMS program during the start-up phase of a project. The metrics not only measure performance but are also utilized to chart short and long term objectives, generate strategies, formulate action plans, and maintain open dialogue.

Our performance-based contracts that include the development of Key Result Areas (KRAs) or Key Performance Indicators (KPIs) can also include a Performance Incentive Fee (PIF) or deduction model where we put a percentage of the annual value of the contract based on the performance criteria and weighting at risk as agreed upon by both parties.
Black & McDonald is a privately-owned Canadian company that provides an integrated, multi-trade prime contracting service to governments, institutions, industry, and commerce throughout Canada and the United States. Founded in 1921, William John McDonald established a foundation of principles and beliefs that are the very core of the company:

- Do the job right... regardless
- Talk to the customers regularly, confirm their satisfaction
- Make the price fair and reasonable
- A deal is a good one, only when it is good for both parties
- Live up to your promises
- Treat employees with respect
- Complete jobs promptly
- Invoice promptly, fairly, and in detail

As a result, Black & McDonald is known as a reliable and flexible contractor. With a team of over 4,500 strong, Black & McDonald lives and breathes the ultimate in safety, quality and high performance along with engineering excellence, best of class fabrication, and unprecedented customer service. Delivering the right solution in the right way at the right price is driven by an ongoing attitude of unwavering integrity and proud tradition.

Everyone at Black & McDonald knows that continued success depends on the ability to deliver innovation and exceed client expectations. It continually rests on the shoulders of each and every member of the team.

Anything less is not the Black & McDonald way.