

# B&M NEWS

The Newsletter about Black & McDonald People and Projects

## Showing Our Corporate Colour: The B&M Projects & Practices With Environmental Impact

This issue has a special focus on our current projects which have a positive environmental impact – projects that save energy, reduce waste going to landfill, reuse commodities, or add efficiency.

Beyond our project work, Black & McDonald is taking a hard look at our own sustainability practices – the energy we use, the waste we divert, the daily decisions we make. Twelve months after opening our

Commerce Drive office, we have achieved a 90% waste diversion rate (see page 4 for details). In solidarity with Earth Day, B&M hosted eight environmental events across the regions, including community cleanups, tree plantings, and a smart commute challenge. In Kansas City, 30 B&M people cleaned an inner-city park; in Toronto, 90 staff, families and friends joined the community in planting 10,000 trees for the Rouge. **Eric Vogel**, Chair of B&M's Environmental Committee, says "It's our goal to become environmental stewards beyond Earth Day and make sustainable practices our standard practice."

Commerce Drive office, we have achieved a 90% waste diversion rate (see page 4 for details).

In solidarity with Earth Day, B&M hosted eight environmental events across

### New Brunswick Industrial Passes the Acid Test

Glencore is one of the world's largest diversified natural resource companies, employing more than 180,000 people producing and marketing more than 90 commodities in over 50 countries. Their Brunswick Smelter produces concentrates including acids; Black & McDonald's New Brunswick Industrial Division provided early planning and technical services in support of the Acid Plant shutdown at the Brunswick Smelter.

Advance work included scoping the required repairs and preparing work packages. This process provided the client with a complete materials and parts listing as well as detailed labour plans that were used to complete the schedule details for the major plant shutdown.



B&M crews prep saltwater piping at the Brunswick Smelter

Our performance on previous site projects helped in Glencore's selection of Black & McDonald to perform the full Acid Plant scope during the major plant shutdown. This

selection would provide plenty of challenges to our work and safety procedures.

The biggest challenge to overcome while working inside the strong acid section of the plant was the amount of specialty Personal Protective Equipment (PPE) required to work in this hazardous area.

Continued on page 4



The Rouge Valley planting crew

### Accelerating The Gaz Metro LNG Plant Expansion

In June 2015, Black & McDonald Quebec Region was named general contractor for the construction of Phase 1 of the expansion of Linde Process Plants, Inc.'s Gaz Métro Liquefied Natural Gas (LNG) plant in Montreal-East, Quebec.

Since the initial contract was awarded, our role has increased substantially to include Phase 2 of the expansion, which includes mechanical, piping, structural, electrical, instrumentation and insulation work.

The first phase of the project, which included preparation, site development and civil work, was delayed by modifications to construction drawings. To reduce the impact of these delays on the overall project, Black & McDonald proposed a new construction strategy focusing on very tight coordination between the different trades working at the site due to limited workspace, as well as an acceleration of the schedule based on a 50 hour-per-week work schedule for the day



Continued on page 3

## INSIDE

**Safety Planning Tools**  
Page 3

**Energy Management Software**  
Page 4

**Waste Diversion**  
Page 4

**Fleet Hybrids Arrive**  
Page 2



## Showing Our Corporate Colour: Projects With Environmental Impact



### Biomass Energy Plant, Hefler Forest Products, Lower Sackville, NS

At the Hefler Forest Products Plant, there is virtually no production waste – wood which is not suitable for lumber is used to fuel the new Biomass Energy Plant now operating alongside the sawmill. A 3.2 MW steam turbine generator produces enough energy to power thousands of homes, as well as the plant's kiln, replacing 240,000 litres of fossil fuels per year at the plant alone. Even the ash finds a use as agricultural fertilizer. B&M performed the mechanical and electrical work on the plant, including pipefitting and the installation of transformer switchgear, main and emergency power Motor Control Centres, and interconnecting high- and low-voltage cabling and control wiring.

### Vehicle Fueling Facility, GFL Environmental, Dartmouth, NS

Green For Life Environmental Corp., a fast-growing waste management firm, operates in eight provinces; they pick up waste from more than one million Canadian households and have extensive processing capabilities. This work takes trucks, and trucks need fuel. The GFL Compressed Natural Gas Vehicle Refueling Facility is designed to make refuelling fast, efficient, and safe. B&M installed the CNG Compressor, Dryer,



System Vessel and Fill Posts, supplied and installed the mechanical pipe, tubing and electrical conduit and wiring for the compound, and modified the maintenance shop, adding a natural gas detection system, relocating electrical and upgrading exhaust and heating systems.

### 4 MW Battery Storage Facility, Canadian Solar Solutions Inc., Ottawa, ON

Black & McDonald are the general contractors for a design-build project in the Ellwood Substation in Ottawa, Ontario; a 4 MW Battery Storage Facility will store power from the grid during off-peak periods and return power to the grid during times of high demand.

The project includes electrical, control, mechanical and civil engineering services, construction, installation and

commissioning of the facility. B&M's key subcontractors on the project include electrical engineers J.L. Richards; the battery supplier SPS; and Eaton is providing the bidirectional inverters which link the batteries to the grid.

"B&M will have boots on the ground in the early autumn; we should have the plant up and running by March of 2017" says **Marc Portugaise**, Electrical Project Manager.

### Electric Vehicle Charging Stations, Kansas City Power & Light, Kansas City, MO

Kansas City Power & Light (KCPL) started its Clean Charge Network in November 2014. The project consists of 15 fast-charging Level 3 Electric Vehicle Charging Stations (EVCS) and 1,001 Level 2 dual port stations. B&M provided a turn-key solution for all 15 Level 3 stations, from site design with stamped engineering drawings, to final construction and commissioning. Over

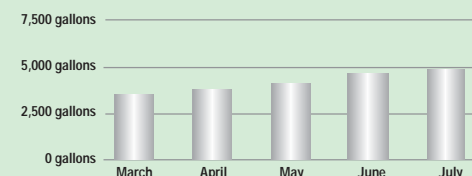
600 Level 2 stations have been installed to date, with B&M providing all design and engineering, as well as utility side construction. The Clean Charge Network will reduce gas consumption by 5,000 gallons this month. B&M will contribute to this reduction with the addition of our first plug-in hybrid electric fleet vehicle, a Ford Fusion Energi. The vehicle has an all-electric range of 20 miles before

converting to a conventional hybrid vehicle. The vehicle will be used to maintain the Clean Charge Network for the next five years. The vehicle will always be near a charging station during the maintenance contract, which will allow the vehicle to complete 10,000 miles on just ten 14-gallon fill-ups per year. B&M recently won an additional contract for 13 EVCS in the Salt Lake City region.



*B&M's U.S. Operations first hybrid fleet vehicle (left) recharges at a KCPL charging station; at right, the monthly savings the network generates.*

The Clean Charge Network's Monthly Gasoline Savings



## Proactive Safety Planning: Our Tools

We have made great strides in our approach to managing safety. Moving forward we will continue to enhance our Safety Management System tools to drive additional improvements and culture.

Proactive Planning Tools:

- **Pre Job Hazard Assessments** – allow us to foresee hazards and more effectively plan our work.
- **Project Safety Plans** – provide us with a planning guide to more efficiently manage our projects.
- **Inspections** – allow us to verify that we are using our tools positively.
- **Task Observations** – helps us better understand, plan and provide feedback on our work activities.
- **Hazard ID's** – identifying and correcting hazards prior to worker exposure.
- **Safety Opportunities** – identifying unsafe acts or behaviours prior to a negative occurrence.
- **Corrective Action Logs** – effective communication & transparency of our resolutions.

We are starting to recognize the value of these tools as integrated effective planning methods. Let's continue to apply and improve our Safety Management System for the benefit of all at Black & McDonald.

### Ray Pleasance

Corporate Director, Safety



## Accelerating Gaz Metro's LNG Plant Construction

**Continued from page 1**

and night shifts, with the objective of finalizing the work by December 2016. To date, the work is well underway and our objective to complete the work in December is still feasible. However, it takes a consistent daily effort by the B&M team, which has now worked over 240,000 hours at the site with no lost time accidents.

## B&M's Energy Management Operating System Software

Managing a building's carbon footprint and energy consumption is essential to reducing operation costs. For existing buildings, the most effective method of reducing these costs is through energy efficiency and conservation. The Facility Management and Operations division uses several tools to ensure buildings are managed and maintained efficiently; FMO has recently integrated an energy management operating system and dashboard to improve monitoring, measuring and benchmarking. Notable differences can be found in energy usage in the day-to-day operations of a facility, uncovering savings opportunities.

Our energy management operating system connects and collects real-time data from utility meters, sub-meters and control systems within facilities on a minute-by-minute, hourly, daily or monthly basis. Our teams can easily manipulate data using multiple applications which assist in identifying opportunities to improve energy efficiency, reduce costs and engage building occupants. Monitoring energy consumption not only demonstrates performance and establishes a baseline, but also allows facility managers to instantly identify trends, spikes in usage and opportunities for reduction. The dashboard merges all available data into a single platform that's accessible for building staff, operations staff and occupants.

"Women's College Hospital is very excited about linking up with Black & McDonald FMO and using the building OS to optimize our goal of achieving a more energy efficient building. Black & McDonald FMO continues to demonstrate their leadership in partnering with their clients and using state of the art technology, to improve building energy management outcomes" says **David Hope**, Director, Capital Redevelopment at Women's College Hospital.

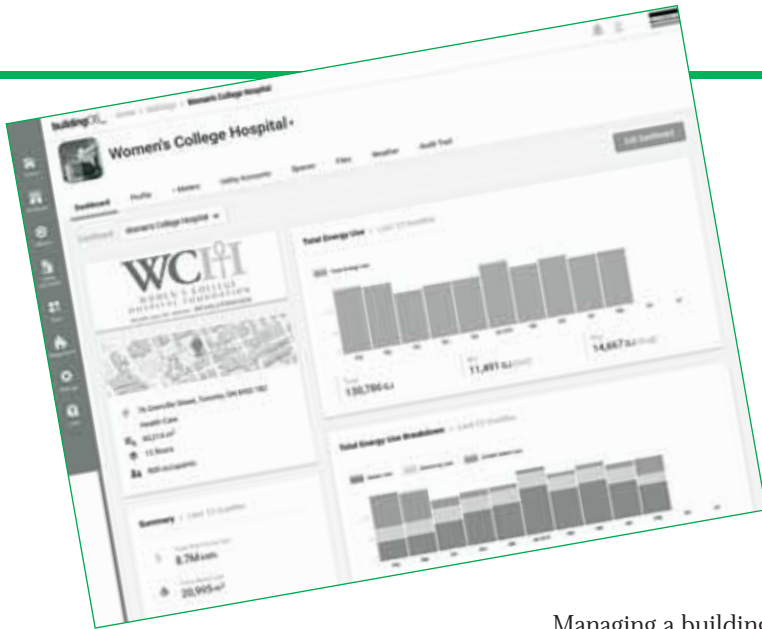
## The Impact of Recycling: Universal Health Network, Toronto, ON

Waste diversion has increased by 10% since Facility Supervisor **Julianna Robazza**, along with support from the FMO Energy and Sustainability team, took on the challenge of reducing our environmental impact at the Princess Margaret Cancer Research Tower in Toronto.

Waste management in the healthcare and research sector is no easy feat. These facilities handle large volumes of waste, high volumes of people, and unique materials which are challenging to recycle.

Julianna, along with **Carolyn McDonald** from the FMO Energy and Sustainability team, have improved participation with existing programs and have introduced a variety of new and innovative programs. By creating a recycling stream for unique materials, UHN was able to divert an additional 6.06 tonnes from landfill. Coupling this program with ongoing initiatives UHN's diversion rate increased by 3% in June. Occupant engagement and education has been a key component to the success of these programs. Through engagement alone, participation in the organics program increased by 35% over a six-month period. B&M's goal is to make each program easy to use and as accessible as possible; the facility has 12 streams of non-hazardous waste that we manage!

*The Sustainability Champion's Guidebook* defines a sustainability champion as "an individual who seeks to lead change in an organization to transform the organization into a smarter, more successful and more sustainable enterprise". Julianna is doing this for two organizations – UHN and B&M.



## Collection, Culture & Communication: Waste Diversion Program, Commerce Valley Drive, Toronto, ON

Black & McDonald's Commerce Valley Drive facility's waste diversion program is being used as a case study to help other organizations implement successful waste diversion programs.

Our supplier at Clean River Recycling Products commented that the level of detail provided by Black & McDonald has proven extremely helpful in educating organizations varying in size when consulting on best practices. The success of our program was based on Clean River's 3C Process: Collection, Culture and Communication.

We implemented a centralized waste management system which eliminated the need for desk-side recycling and trash bins. Recycling stations were peppered throughout the building, combined with colour-coded signage. When we moved into the new office, everyone participated in an

information session, including cleaning staff, which highlighted the new office culture and protocols including our focus on sustainability. Additionally, the Energy & Sustainability Services group sends out a monthly communication to all employees to inform them of our current diversion rate. This report has been fundamental in highlighting the program's progress and overall impact.

Three months after we moved into the new office, we achieved a diversion rate of 93%, exceeding our goal, and we continue to maintain a diversion rate greater than 90%.

A recent study by the Recycling Council of Ontario reported a 66% average waste diversion rate for offices in Ontario. Our next goals are to reduce the amount of total waste we generate by evaluating the types of materials we procure.



A Commerce Valley Drive recycling station

## NB Industrial Passes the Acid Test

*Continued from page 1*

B&M crews were fitted with Tychem acid resistant suits with hoods, rubber boots, and rubber gloves taped to the suit, and full face respirators. Working in the suits was not easy due to heat, visibility and mobility limitations. Using a combination of good planning, patience, good communication and plenty of fluids, the tradespeople were able to complete the work inside this area without incident, and to the client's expectation and satisfaction.

The major shutdown took place over 14 days, with a peak crew of 71 working 10-hour shifts. All scheduled repairs were completed on June 12 after 11,783 man hours.

Because of the dedication and adherence to safety of our project team, including Project Manager **Christian Lanteigne**, supervisors, foremen, administrators and tradespeople, the Acid Plant Operation Department began circulating acid on time in order to successfully perform the plant warmup.



## PEOPLE RESOURCES

The 'new' world of work: the pace is fast, digitally driven and personal accessibility is paramount. This has created increased pressure to ensure our communication to employees, customers and suppliers conveys what is uniquely special about Black & McDonald and what sets us apart from our competition.

Over the span of FY2016 the Corporate People Resources team has worked closely with Regional HR and RIC representatives to implement a number of strategies to raise our 'messaging game'. Strategies include our new employee testimonial page 'Meet Our People' located on our company website as well as increasing our presence on social media, such as Facebook. We do this by ensuring our posts are content rich, relevant to our audience, and up to date. These two initiatives are just the tip of the iceberg as we look ahead to FY2017, where significant focus will be built into the strategic plan to drive emphasis around the importance of understanding, communicating, sharing and celebrating our brand message in a consistent way that resonates with employees, customers and suppliers. Initiatives that will be introduced or reinforced are our Employer Brand Strategy and how that works hand in hand with our Employee Value Proposition, a new concept that we endeavour to learn more about and embed into our practices. Remember: the only defining line between Black & McDonald and our competition is the *experience* we provide through our people. It's not flashy or a mystery, it's that simple. The experience that we provide to our employees, customers and suppliers will define us...all the more reason that we need to focus on our message and make sure it's a solid one!

Black & McDonald's human resources and continuous improvement efforts are a testament to its belief that its success depends on the people within the organization. The Corporate People Resource Group strives to not only meet the needs of employees but also helps to position Black & McDonald as an employer of choice.

For more information regarding Corporate Continuous Improvement please contact **April Jackson** [ajackson@blackandmcdonald.com](mailto:ajackson@blackandmcdonald.com), or **Jody Bayers** for Corporate Human Resources [jbayers@blackandmcdonald.com](mailto:jbayers@blackandmcdonald.com).

Employee Testimonials Page:  
[www.blackandmcdonald.com](http://www.blackandmcdonald.com)

Black & McDonald Facebook Page: <https://www.facebook.com/BlackandMcDonald?fref=ts>

**Logan King**  
Corporate Director,  
People Resources



# Among Us

## New Employees

### Alberta

**Leon Balante**, Apprentice Plumber  
**Felix Benoit**, Journeyman Plumber  
**Brian Bernardio**, Building Operator  
**Wade Campkin**, Journeyman Plumber  
**Steven Canning**, Apprentice Plumber  
**Brett Chasse**, Sheet Metal Journeyman  
**Sean Collis**, Journeyman Plumber  
**Jaylon Deck**, Journeyman Plumber  
**Mohamed Diallo**, Apprentice Electrician  
**Anthony Elder**, Sheet Metal Apprentice  
**Vanessa Frellich**, Apprentice Plumber  
**Kyle Goodwin**, Journeyman Plumber  
**Elie Haddad**, Apprentice HVAC Tech.  
**Steven Hake**, Apprentice Plumber  
**Volodymyr Khudych**, Apprentice Plumber  
**Troy Kilbreath**, Journeyman Plumber  
**Greg Kiteley**, Journeyman Plumber  
**Thomas Mann**, Journeyman Rig Welder  
**Justin Maximilian**, Apprentice Plumber  
**John McKay**, Journeyman Plumber  
**Brandon Mills**, Apprentice Plumber  
**Scott Moorby**, Journeyman Plumber  
**Quinn Murphy**, Journeyman Rig Welder  
**Charles Parr**, Journeyman Plumber  
**Tammy Prince**, Apprentice Plumber  
**Gary Reilly**, Journeyman Plumber  
**Clayton Roe**, Labourer  
**Chris Schmidt**, Associate Business Development Representative  
**Kelly Shennan**, Apprentice HVAC Tech.  
**Nathan Sieppert**, Foreman Plumber  
**Eduardo Tejada**, Apprentice HVAC Tech.  
**Rahul Walia**, Apprentice Plumber  
**Michael Wallace**, Journeyman Plumber  
**Kevin Wildfong**, Building Operator  
**John Yalowica**, Journeyman Plumber

### Atlantic

**Erin Chiasson**, Accounts Payable Clerk / Accounting  
**Ryan Chislett**, Project Coordinator / Estimator  
**Drew Crowell**, Utility Coordinator  
**Travis Kirk**, HVAC Apprentice  
**Luc LeBlanc**, Project Sales Representative  
**Shawn Lewis**, Service Representative  
**Tracy Martin**, Accounting Clerk / Accounting  
**Jonathan Savoie**, Utility Coordinator

### British Columbia

**Will Crocker**, Project Manager FMO  
**Justin Fanselow**, Mechanical Estimator  
**Lee Hupka**, Service Technician  
**Brad Johnson**, Building Operator  
**Andrew Jorgensen**, Power Engineer  
**Evan Lukey**, Building Operator  
**Tom McKibbin**, Building Operator  
**Ylli Muci**, Electrician  
**Justin Stonehill**, Millwright  
**Chris Stulla**, Millwright  
**Logan Turk**, Project Manager, KVHP

### Manitoba

**Daniel Asuncion**, Millwright  
**Terrance Bennett**, Millwright  
**James Berg**, Ironworker  
**Aimee Coutu**, Millwright  
**Veronica Eckhold**, Human Resources Coordinator  
**Davor Emric**, Apprentice Ironworker  
**Eric Furletti**, Ironworker  
**Anthony Genovey**, Ironworker  
**Brian Hares**, Millwright  
**Ignacio Madrid**, Electrician  
**Corey McKay**, Ironworker  
**William McKay**, Millwright  
**Daryl Mendez**, Apprentice HVAC Tech.  
**Kyle Stamler**, Millwright  
**Adam Tandberg**, Apprentice Plumber  
**Lawrence Turgeon**, Plumber  
**Jeremy Wheeler**, Building Operator  
**Lawrence Wright**, Ironworker

### Northern Ontario

**Marie Bretin**, Landscaper, FMO Division  
**Mark Browning**, Estimator / Project Manager, Utility Division  
**Daniel Brulé**, Project Coordinator, Utility Division

**Geoff Goodwin**, Landscaping Supervisor, FMO Division  
**Bruce Jackson**, Operations Supervisor, FMO Division  
**Patrick Johnston**, Service Operations Manager, Service Division  
**Matthew Sheedy**, HVAC Technician, Service Division

### Power Generation

**Neil Bhokal**, QC Inspector-Welding  
**Mina Elseify**, Project Coordinator  
**Brian Gabel**, Outage Coordinator  
**Arianne Jansz**, Pickering Site Clerk  
**Calvin Soenjaya**, Project Manager  
**Brian Tooley**, Outage Manager

### Quebec

**Claude Brière**, Shipping & Warehouse Support  
**Jean-François Caron**, Project Coordinator  
**Karine Chiasson**, Buyer  
**Gaétan Dagenais**, Senior Electrical & Instrumentation Estimator  
**Anthony Giacomo De Marco**, Mechanical Estimator  
**Frédéric Duplessis**, Project Manager  
**Micheline Fontaine**, Cost Control Supervisor  
**Richard Gagnon**, General Superintendent  
**Sandra Gareau**, Business Development Executive  
**Jessica Lamarche**, Dispatcher  
**Jean-Claude Leblanc**, Boilermaker Superintendent  
**Richard Loyer**, Senior Mechanical & Piping Estimator  
**Sylvie Paré**, Administrative Assistant, Valero Project  
**Ariane Porry**, Planning / Scheduling  
**Jean-François Roby**, QC Inspector  
**Serge Rochon**, Electrical Superintendent  
**Olivier Taillon**, Project Coordinator  
**Rudolf Thiemann**, Mechanical Inspector  
**Jacques Veilleux**, Safety Agent  
**Rania Welhebe**, Projects & Operations Support

### Saskatchewan

**Carter Beck**, HVAC Technician  
**Dustin Bertsch**, Sheet Metal Worker  
**Candace Brown**, Plumber, Service  
**Dylan Burkit**, Plumber, Projects  
**Maxim Chevrier**, Plumber, FMO  
**David Cross**, Plumber, Projects  
**Dave Danielson**, HVAC Technician  
**Kimberley Freeman**, Welder  
**Dylan Gerzymisch**, Electrician, Projects  
**Malina Hnatiw**, Plumber, Projects  
**Stanislav Ilmanov**, Welder  
**Cameron Krakowka**, Plumber, Service  
**Ramilito Lacsamana**, Electrician, Projects  
**Brett Leo**, Plumber, Projects  
**Mitchell McInnis**, Plumber, Projects  
**Joshua Novak**, Plumber, Projects  
**Chad Propp**, HVAC Technician  
**Kyle Robin**, Sheet Metal Worker  
**Matthew Saunders**, Electrician, Projects  
**Josh Sim**, FMO Operations Manager  
**Jesse Valiquette**, Plumber, Projects  
**Jordan Volk**, Electrician, Projects  
**Colton Wirth**, Electrician, Projects  
**Jesse Wolff**, Shipper/Receiver  
**Cameron Zlukosky**, Plumber, Projects

### Southern Ontario

**Rooollah (Shabab) Alaei**, Project Coordinator  
**Melva Balkaran**, Sales  
**Tanya Brady**, Project Controls Analyst  
**Michelle Cabral**, CMS Administrator  
**Matthew Callahan**, Project Coordinator  
**Ramatoullie Charreh**, Project Coordinator  
**Matthew Chase**, Project Coordinator  
**Michelle Collura**, Project Coordinator  
**Marc Collins**, Desktop Support Analyst  
**Gary Cooper**, Tool Room Coordinator / Attendant  
**Taylor Dingman**, Project Coordinator  
**Douglas Randall**, Sales  
**Lino Fernandes**, Estimator  
**Justin Harvey**, Supervisor  
**Ismat Jahan**, Coordinator  
**Gaston Lacroix**, Chief Engineer  
**Miia Lampinen**, Receptionist  
**Antonio Loiacono**, A/P Clerk

**Francisco Lu**, Buyer/Purchasing Agent  
**Anthony Mazzeo**, Project Manager  
**Victor Mironenko**, Project Coordinator  
**Walter Myers**, HSE Advisor  
**Elizabeth Oak**, Human Resources Manager  
**Brian Oostdam**, Estimator  
**Brian Sharman**, Service Desk Tech Team Lead  
**Ainsley Shelton**, Operations Manager  
**Radhika Singhal**, Estimator  
**Hayley Smith**, Project Admin/Assistant  
**Gregory Symons**, Field Services Tech  
**Anthony Tamayo**, Project Coordinator  
**Tarhan Tanveer**, Project Coordinator  
**Patrick Treacy**, Estimator

### Southwestern Ontario

**Nick Bohdanowicz**, Refrigeration Apprentice  
**Nick Gagnier**, HVAC Apprentice  
**Josh Holmes**, Refrigeration Maintenance Mechanic  
**Richard Recchia**, Business Development Representative  
**Michael Robinson**, HVAC Maintenance Mechanic  
**Mitch Thackeray**, Associate Business Development Representative

## Movers & Shakers

### Atlantic

**Lori Vasilovici**, from B&M Accounting to ABM

### British Columbia

**Vajira Akiatan**, from Service Administrator to FMO Administrator  
**Michael Bayduza**, from Building Operator to FMO Supervisor  
**Magnolia Celis**, from FMO Administrator to FMO Coordinator  
**Janice McDonald**, from Call Centre Operator to Project Administrator, KVHP  
**Adrian Wilson**, moves from Building Operator to FMO Supervisor

### Manitoba

**Beau Brissette** moves to Project Sales  
**Guy Paquette** moves to Project Sales

### Northern Ontario

**Tanya Gauthier**, from part-time Utility knock-down and claims rep to Alternate Company Security Officer (ACSO)  
**Shanna Harding**, from Street Light Admin/Mapping to Project Manager, Street Light Maintenance Contract  
**Joel Lalonde**, from FMO Facilities Handyman to Facilities Coordinator, FMO Division

### Power Generation

**Carm Agosta**, from Estimating Manager to Planning & Assessing Manager  
**Michelle Cammalleri**, from Oncore Supervisor to Project Controls Cost Specialist  
**Maryann Haufe**, from Accounts Payable Lead to QA Document Control Administrator  
**Kim Koopman**, from Darlington Site Clerk to Oncore Administrator  
**Megan MacDougall**, from QA Document Control Administrator to Trades Onboarding & Training Coordinator  
**Samir Raza**, from Deputy Operations Manager to Estimating Manager

### Saskatchewan

**Michelle Noshush, Jr.**, Electrical Estimator, has returned from maternity leave

### Southern Ontario

**Michael Brazeau**, from HVAC Technician to Project Manager  
**Catherine Intriago**, from Accounts Payable Clerk to Site Administrator  
**Clarisse Mariano**, from Receptionist to Site Administrator  
**Ryan Mark**, Project Coordinator, to Western Utilities  
**Paul Rousseau**, from Sheet Metal JM to Project Manager  
**Khan Tran**, from Student to Project Coordinator

## Black & McDonald Limited

### Corporate Office:

2 Bloor St. East, Suite 2100  
 Toronto, Ontario M4W 1A8  
 Tel: (416) 920-5100  
 Fax: (416) 922-8768

### Offices:

Goose Bay	(709) 896-2639
St. John's	(709) 747-1406
Fredericton	(506) 459-1650
Moncton	(506) 858-5688
Bathurst	(506) 547-8070
Halifax	(902) 468-3101
Montreal	(514) 735-6671
Ottawa	(613) 526-1226
Courtice	(905) 837-1291
Scarborough	(416) 298-9977
Toronto	(416) 366-2541
Markham	(647) 794-2300
Hamilton	(905) 560-3100
Kitchener	(519) 578-2230
London	(519) 681-4801
Winnipeg	(204) 786-5776
Regina	(306) 924-0885
Saskatoon	(306) 652-3835
Calgary	(403) 235-0335
Calgary (Industrial)	(587) 779-5442
Edmonton	(780) 484-1141
Kelowna	(250) 491-7474
Vancouver	(604) 301-1070
Springdale, AR	(479) 419-9550
Kansas City, MO	(816) 483-0257
Austin, TX	(512) 836-0800
Sandy City, UT	(801) 569-9219
Tulsa, OK	(800) 814-4311
Hamilton, Bermuda	(441) 232-0234

### Associated companies:

ABM	(902) 474-3700
CBO	(705) 446-9019
Entera	(416) 746-9914
iFM	(441) 298-6201
Roberts Onsite	(519) 578-2230

### B&M News Editor:

Ross Maddever (416) 486-3199

### Correspondents:

Robert Burns	Atlantic
Sophie Dauth	Québec
Donna Smerdon	N. Ontario
Kathy McGhee	S. Ontario
Dawn Dabarno	PGR
Chrystal Cole	CBO
Phil Taggart	S.W. Ontario
Veronica Eckhold	Manitoba
Sherry Ottey	Saskatchewan
Evelyn Vendiola	Alberta
Megan Hamber	Western Industrial
Candice Leung	British Columbia
Eric Vogel	U.S.

**Black & McDonald**

[www.blackandmcdonald.com](http://www.blackandmcdonald.com)