

## **Giving Back: How B&M Is Making A Difference**

Supporting the communities where we work and live is a core belief of Black & McDonald and our employees. Across Canada and the United States, together we support health care and research

organizations, educational institutions, amateur athletics, the arts, environmental initiatives, and community support groups.

Through corporate donations, employee donations, gifts in kind and volunteer work, our offices

engage with local causes to make our communities better.

Beginning on page two, you'll find a cross-section of some of the many causes we support. The local effort of our people to 'give back' is strongly evident in each of these examples.

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## **20 Years of U.S. Operations: Achieving The Impossible**

The following is an excerpt from a speech given at the 2016 Christmas Party by **Eric Vogel**, Regional Vice President of US Operations:

Tonight is a very special evening because we are not only celebrating Christmas, but also our 20th anniversary. 20 years ago this month, we opened the doors of our US headquarters in Kansas City. It was a humble beginning as Black & McDonald originally operated under the banner of Custom Lighting Services. We had no facility, no equipment and only a handful of employees. Furthermore, Black & McDonald was an unknown name in the United States. In our first year of operation, the US team had one contract with annual sales of \$5 million... but we had a vision of something extraordinary.

The competitive landscape in 1996 was challenging at best. Black & McDonald was effectively a startup company competing against two well-established companies. Capital Electric and Quanta Services had dominated the local utility market for more than 40 years. It was the age-old story of David versus Goliath. Statistically, the odds were against us. 90% of all startup companies fail within the first 5 years, and 96% fail with the first ten years. Our competitors regularly questioned our ability to succeed, saying "we don't have what it takes", "we weren't willing to work hard enough" and, my personal favorite, "we don't have enough heart." Clearly, they didn't know us very well. The term most frequently used was "Impossible!"

Fast forward twenty years. We now have more than 500 employees, 300 vehicles and annual sales of \$88 million... impossible? Over the last 20 years, we have worked more than 10 million hours, driven more than

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**At left, Manitoba & CBO Southport golfers for Make A Wish Foundation; at right, SW Ontario's Brian Mino with his son Christopher at the Walk for Muscular Dystrophy.**

## **At Tunney's Pasture, Chiller Replacement with a Digital Twist**

Some 15,000 people work at Tunney's Pasture, the 120-acre federal government campus developed in the 1950s with a series of low-rise research and office buildings. Public Works and Government Services Canada has begun a redevelopment plan which will add buildings and residential housing, as well as modernize the existing structures to accommodate as many as 20,000 federal employees.

Recently, Northern Ontario Region was asked to replace a pair of ageing steam-driven 5,000-HP centrifugal chillers at Tunney's Pasture's central heating and cooling plant, part of a fleet of older chillers reaching the end of their life cycle. The new, 110,000-lb. units are the first of their kind, employing safer R1233ZD Class A refrigerant technology. Four 250-hp primary pumps and three 600-hp column pumps were also needed, as well as piping design, fabrication, and installation of valves up to 30" in diameter and piping up to 24". All this had to fit into tight, existing spaces – a thorough test of our design, fabrication, and installation teams.

Even before the removal of the old equipment, the project began with the installation of a temporary 1000-ton heat exchanger and 1000-ton chiller to service the facility during the renovation.

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Ball hockey  
world champion**  
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## Giving Back: How B&M is Making a Difference

### Alberta & Saskatchewan:

#### Running for the Cure

The Canadian Cancer Society's CIBC Run For The Cure is an institution – since it began in 1992 runs have been held across Canada, with nearly 100,000 participants raising over \$17 million annually.

On October 2, the Edmonton B&M team of 7, organized by **Ashley Easterby**, joined 6,000 Edmontonians at the annual CIBC Run for the Cure. Their friendly rivals in Saskatoon, organized by **Jamie Fischer**, fielded a team of 33. We are now putting teams together for 2017, and you're invited!

### Atlantic:

#### An Education Fund for Ava and Jake MacInnis

**Jason MacInnis** of our Utility Division passed away suddenly last year leaving behind two young children, Ava and Jake. The Atlantic staff wanted to do something for the family; several fundraising events were held, we raffled off prizes, tickets to events, directed all scrap metal funds and B&M matched our donations. More than 200 people were involved in raising money for the fund. There was no shortage of ideas and participants for every effort! Thanks to **Charles Savoie** and **Melissa Nurse** for leading and co-ordinating the Region's efforts.

### Helping Hope For Wildlife

Since 1997, Hope For Wildlife has rescued, rehabilitated, and released over 40,000 wild animals from 250 species. On May 27, 110 B&M employees and their families spent the day at Hope For Wildlife, repairing their deer enclosure fencing, extending a walkway, assembling and installing two donated concrete benches, installing a clothesline and planting trees. We also donated money, materials and rentals for the day. Thanks to **Ryan Robertson, Jeff Whiteway, Mark Crossman & Mike Trefry** for their leadership, and to the Environment Day committee for coordinating the event.

### Being a Santa to a Senior

The Berkeley is committed to providing gracious, independent retirement living to seniors. During the holiday season, Atlantic Region's Events Committee, along with Dartmouth office and field staff purchased, wrapped and delivered items on the Berkeley's residents' wish lists. Thanks to **Leah Morrison, Carol Smith, Amy Andrews** and **Dave Sacre** for their co-ordination efforts, and **Leah Murray** for her leadership.

### British Columbia:

#### Jean's Day at BC Children's Hospital

In May, B&M's Vancouver office supported the BC Children's Hospital Jeans Day, supporting the Excellence in Child Health Fund. This is an initiative that we support each year. Employees donate money and are able to wear jeans to work on Jeans Day. They also receive a lapel pin they wear on this day. The fund supports specialized research into childhood diseases, purchase or upgrading medical equipment, and education programs for caregivers and families. **Stacey Beattie** and **Lorraine Magcal**, our Community Responsibility Committee, organized this event.

### Helping Vernon, BC

**Dave Frost**, Facility Manager for our KVHP Division, contributed in his community of Vernon, BC this past Canada Day. Dave is head of the North Okanagan Canada Day Society this year, and was instrumental in putting together Canada Day activities, including a spectacular fireworks and skydiving show in Vernon. The celebration was a great success.

B&M staff at Vernon Jubilee Hospital collect money prior to the Christmas holidays each year for the local Salvation Army, which provides food and support to the homeless in the community. B&M matches the donation amount.

### Canadian Base Operators:

#### Helping Canadian Cancer Society

Over the last three years, CBO Southport has raised funds for research, clinical trials and other vital support programs at the Canadian Cancer Society.

CBO's energetic Dragon Boat team, *Above & Beyond* have rowed their way towards pledges from co-workers, family and friends. Some team members offered incentives to those pledging – for every pledge made, the team member would pledge \$5 of their own. Also, during the summer, Southport ran several company BBQs where the company would make a donation on behalf of the fundraiser. We also competed against two other top fundraising teams and rowed our way to first place in the Fundraising Race of Champions!

CBO Meaford also fundraises for the Canadian Cancer Society; on June 12, CBO held a Wellness Open House which featured the "Shave-Off for Cancer". **Lori Allen**, Meaford's Health & Safety Advisor, raised money by having her head shaved and donating her hair for the making of wigs. CBO matched her total. Lori says "so many of us have been affected by cancer, I wanted to show my support."

### Manitoba:

#### A Golf Tournament that Helps Make A Wish

In June, eight golfers from B&M Manitoba and CBO Southport participated in the 2017 Aviation Charity Golf Tournament to assist The Children's Wish Foundation of Canada, a group developed to grant the most heartfelt wishes of children diagnosed with life-threatening illnesses. NAV Canada sponsored the Annual Tournament at the Breezy Bend Golf Course and all proceeds raised went to support a family who required assistance with their child's heart operation. B&M was a Dinner Sponsor at the event, where staff members from both CBO and B&M Manitoba participated. We're planning to do it all again next year!

### Northern Ontario Region:

#### With Help from the Social Committee

Over the past year, Northern Ontario Region made a donation to the National Gallery of Canada for its Christmas Tree Sponsorship, and helped the Canadian Museum of History with their once-in-a-lifetime legacy Canadian History Hall project; Ronald McDonald House received in-kind maintenance from the Region, and we sponsored local junior hockey and softball clubs and golf tournaments. "In Memory" donations were made to the United Way, Canadian Cancer Society, Heart & Stroke Foundation, and a local hospice.

The Social Committee has also been hard at work. In December 2016, funds were raised through random draws and Friday collections for the Wild Bird Care Centre, the Ottawa Food Bank, and in May, the Canadian Red Cross Spring Flood Appeal. Staff also participated in the Shoppers "Love You" Run for Women's Mental Health in support of the Ottawa Royal Hospital for Mental Health. In June, the committee was part of the "Plaid for Dad" prostate cancer fundraiser, with the Region matching the funds raised.

### Power Generation Region:

#### Threads of Life

The Association for Workplace Tragedy Family Support, known as Threads of Life, is dedicated to supporting families after a workplace fatality, life-altering injury or occupational disease. Every year Threads of Life hosts the Step for Life walk to support the organizational efforts. Ten PGR employees were among some 250 participants at this year's walk, and were the Corporate Team challenge winners in the Central Canada division. Our co-ordinators, **Veera Seepersad** and **Jocelyn DeLong** are getting organized for next year's walk.

### Grandview Children's Foundation / #sicknotweak

More than 350 B&M employees turned out for the 2017 B&M Hockey Tournament, hosted in April by Power Generation Region in Whitby, Ontario. The annual tournament, with a roster of 12 teams competing over two days, raised funds for two causes: The Grandview Children's Foundation and #sicknotweak.

Grandview Children's Centre is an independent, not-for-profit organization, the only children's treatment centre in Durham Region providing specialized programs, outpatient clinical treatment, and support to thousands of children and youth with special needs and their families. #sicknotweak is an online community founded by broadcaster Michael Landsberg, devoted to helping people understand that mental illness is a sickness, not a weakness, and coping with depression.

Key people involved in the tournament include **Deb Cammalleri, Michelle Cammalleri, Rocco Cantalini, Bobby Cormier, Dawn Dabarno, Kerri Davis, Andrew Dow, Monica Grainger, Aadil Husai, Brianne Jamieson, Heather Kerr, Cindy Longbottom, Dominik Majda, Raef Roman, and Regina Singh.**

### Saskatchewan:

#### Adopting A Family at Christmas

Every December, The Salvation Army operates an Adopt-A-Family program which provides Christmas hampers and toys for families in need in and around Saskatoon, Saskatchewan.

Black & McDonald's Saskatoon office joined the program in December 2016; our office and field staff contributed either pantry items or money collected through a raffle, and prepared the hamper – purchasing items, wrapping, personalizing and assembling a traditional Christmas dinner, additional provisions for 7-10 days, and personalized stockings and gifts for children. We not only adopted a family, we were able to make a cash donation to the program.

Thanks to **Pat Kilgour, Shelley Schroeder, Jamie Fischer, Ashley Olson** and **Shawn Ochitwa** for their work co-ordinating the program, and the entire Saskatoon team for contributing their time, items and cash.

### Southern Ontario: Food and Toy Drive

On December 16, the Pullman Court and Commerce Valley Drive offices came together to support St. Ninian's, a Scarborough, Ontario church offering community support to about 140 families a week, including over



(Left to right): The SWO hockey team; Power Generation's Step for Life walkers; and CBO's Dragon Boat crew.

## U.S. Operations Celebrates 20-Year Milestone

*Continued from page one*

100 million miles, and supported more than 2500 families with jobs... impossible? Together, we endured the greatest economic crisis in the United States since the Great Depression. The economic landscape became so dismal that historians subsequently dubbed the period from 2008 to 2011 as the "Great Recession". Nonetheless, we sustained the business and positioned for future growth... impossible? Our team has completed major projects that decorate the landscape of Kansas City, and will be a long standing memorial to our success. In addition, we have sent crews to Hurricane Sandy and Hurricane Matthew to support restoration efforts. All the while, our opponents kept telling us it was impossible, but we knew something they didn't. We had the recipe for success.

Our recipe consists of five key elements. First, we have assembled the best team in the industry over the last 20 years, bar none. I travel around the country a great deal in my role, and I see many different contracting teams. I assure you that we have the best management, the best field leadership and the best front line employees. Second, we have an exceptional commitment to customer service. Our competitors became complacent when they dominated the market. We will never become complacent, but rather our team is committed to earning our customers' business every day. Third, we have a passion for excellence. Our team is never satisfied with "good enough." Instead, you all constantly look for ways for us to improve. This



attitude has been the key to our innovation and growth, including the creation of an engineering division and wet civil enterprise. Fourth, we will never forget where we came from. In the early days, we had to scratch and claw for every piece of work. Today, we continue to demonstrate that same hunger and desire to win.

Finally and most importantly, we have a family culture. Starting with the McDonald family, all employees are encouraged to balance work with family. Make no mistake that it often takes sacrifice to keep an operation like this growing. My wonderful wife of 32 years, Anna Marie, knows this as well as anyone, but she has been supportive on every step of the journey. I know that the spouses and families of all our employees also make these sacrifices to enable our employees to do their job. To all of you, please accept my sincerest appreciation. You are a critical piece of our success.

Earlier this year, Muhammad Ali passed away. He was a visionary who revolutionized the sport of boxing, but more importantly, he profoundly changed the fabric of society. One of his quotes has always been inspirational to me, and I carry it in my wallet.

"Impossible is just a big word thrown around by small men who find it easier to live in the world they've been given than to explore the power they have to change it. Impossible is not a fact. It's an opinion. Impossible is not a declaration. It's a dare."

These are powerful words that truly capture the spirit of our organization. On behalf of the McDonald family and me personally, I would like to thank you for all your contributions over the past 20 years. It is because of you that we have been able to achieve the impossible!

## How B&M is Making a Difference *Continued from page two*

250 children. Black & McDonald has supported this local food bank for over 10 years. We collected boxes of non-perishable food items and toys – enough to re-stock their shelves (and more)!

A special thank you to **Josee Laureyssens** for organizing the charitable donations over these years, and to everyone who came together, including our Service Department for loaning us a van and a driver – thank you **Dwayne Vanmeurs**.

### Regent Park Christmas Day Dinner

For more than 15 years, Southern Ontario Region has been donating to the Regent Park Christmas day dinner, held in a church at Sherbourne and Carlton Streets in Toronto; people in need gather for a hot meal and fellowship. They leave with socks and toques. The church has been doing this for over 35 years, and feed over 1,200 people. We also have been collecting food and toys for the local food bank in our area.

### Southwest Ontario:

#### The Niagara Walk for Muscular Dystrophy

Christopher Mino, the 13-year-old son of SWO Regional Controller **Brian Mino**, is fighting Duchenne Muscular Dystrophy. He is also the driving force behind "Team Christopher", currently the #1 fundraiser for the walk in all of Canada! The Walk for Muscular Dystrophy is held every summer in over 55 communities across the country.

"The support that we have received from so many friends, family & co-workers is unbelievable, and helps us continue to fight" Brian wrote in a letter to contributors. "Each and every

one of you is a great encouragement, both financially to the cause, and by simply caring about Christopher" Mr. Mino said.

### US Operations:

#### Fill the Pantry at Ronald McDonald House

Families dealing with a sick child appreciate convenience foods. This fundraiser stocked the pantry shelves at Ronald McDonald House with snack items such as individual pre-packaged crackers, cookies, tuna fish, and other types of 'grab and go' items for the families.

#### Feeding the Homeless

Our Salt Lake City office collected non-perishable lunch items for lunches, assembled them, and spent time near the homeless shelter handing them out. We are also sponsors of: Jazoo (enriches the Kansas City zoo)

Celebration at the Station

Special Olympics

Boy Scouts of America

Brain Injury Association – Amy Thompson Run

Children's Place (helping children that have suffered abuse and neglect)

Kansas City Symphony (promotes the talents of young people)

National Muscular Dystrophy society

Newhouse (a women and children's shelter)

United Way

World War One Memorial of Kansas City

You Thrive (helping foster youth on the verge of adulthood)

## What is Normalization of Deviance?

"Normalization of deviance means that people within the organization become so much accustomed to a deviation that they don't consider it as deviant, despite the fact that they far exceed their own rules for the elementary safety."

(Diane Vaughan, 1996)

At Black & McDonald we continue to improve our safety performance with a focus on proactively managing our hazards and work activities. A key area that requires our constant attention is repetitive or similar tasks that we carry out on a daily basis. As is human nature, when completing tasks repeatedly the natural trend is to not focus as closely on controlling hazards as we would when carrying out an unfamiliar task. Yard work is a good example; early on you may wear safety glasses and steel toe boots while operating your lawnmower. As time passes and you get more comfortable with the task, your PPE is replaced by sandals and sunglasses. This becomes the new normal and deemed acceptable, regardless of the inherent risk.

If we fail to identify and control hazards, we are falling into the trap of 'Normalization of Deviance' and it's just a matter of time until we have an incident.

Key Factors to consider:

1. Never use past success to redefine acceptable performance. Consider risk decision options and implement mitigation strategies on an ongoing basis.

2. Always verify work steps on a regular basis for routine work. Review your Pre Job Hazard Assessment (PJHA) with your team periodically to ensure that all the steps necessary are being completed. Update as necessary.

3. Review the Project Safety Plan (PSP) and ensure that it is updated on a regular basis (where required).

The critical trap that we fall into is taking a short cut that gradually becomes the norm, until our luck runs out and someone gets hurt.

Let's collectively plan for success.

### Ray Pleasance

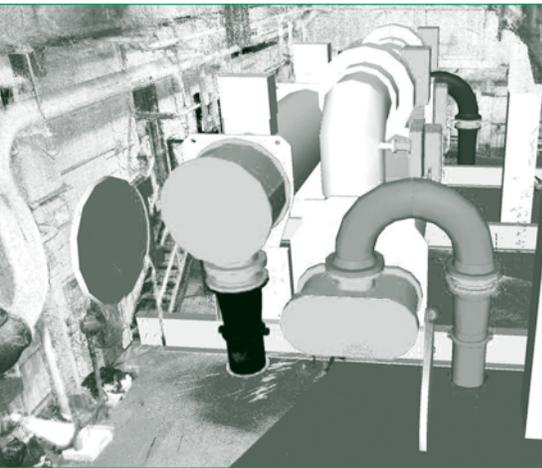
Corporate Director, Safety



## Digital Workflow at Tunney's Pasture *Continued from page one*

Northern Ontario Region has migrated to 3D digital scanning and modelling tools that drove the entire process, from initial planning and estimating to purchasing, off-site fabrication, installation, purchasing, even quality and productivity control. **Brandon Zagrodnik** prepared 3D models of the existing plant and modelled the proposed new construction. "The model fulfills the requirements for coordination drawings, interference drawings, penetration drawings, spool drawings, and as-builts" said **Tony Dolan**, Division Manager, Construction – Special Projects.

"We have quite a good pipe fabrication shop. We love working with stainless steel, and we were able to build just about the entire project there and bring finished assemblies to the site for final installation" Mr. Dolan said.

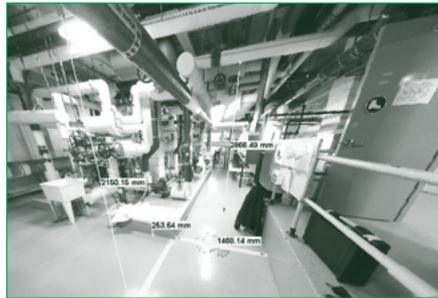


B&M performed 12,000 hours of labour in a live plant.

Our foreman, **Leo Maisonneuve**, working with our fabrication shop foreman **Marc Essiambre**, kept on-site welding to a minimum by providing just-in-time delivery of the large-bore chilled water piping system. Our electrical team of **Marc Portugaise** and **Jordan Gignac** designed, built and installed a complex electrical control system. A special 'shout out' goes to **Erika Barisa**, Project Coordinator, who handled the complex shop drawings.

Our key point of contact at PWGSC, **Jason McMurdo**, met with us almost daily to work out the details of the project. "The B&M team is determined to never cut corners to deliver industry-leading quality" Mr. McMurdo says. "When they find a concern, they propose a solution to resolve the problem."

*3D scanning provides accurate measurements (below) and when images are stitched together, 3D design can begin in earnest, helping all the parties visualize the result (left).*



## Putting 3D Scanning & Modelling To Work

Northern Ontario Region's use of 3D digital scanning and modelling technology is helping the Region increase productivity and drive down costs, as well as bringing a powerful arsenal of problem-solving tools to bear on the Region's toughest problems.

The 3D scanner measures existing spaces with pinpoint accuracy, ensuring 'Accurate As-built' specifications to work with; the scanning software Trimble Realworks stitches images together, providing panoramic views of architectural features, structural columns, and mechanical equipment in place. "The client can visualize the project, and we can begin design with confidence" says NOR's **Tony Dolan**.

These files, accurate to 1/16", allow us to plan and design using a suite of software programs including Autodesk Recap and AutoCad. We can create working drawings, review constructability with our team, create an accurate bill of materials, and review our plans with

*There's an old saying:  
"The best time to plant a tree is  
20 years ago, the second best  
time is right now"*

our clients. From there, final estimating, fabrication, assembly and installation drawings, and even animated fly-throughs of the finished space can be generated. Complex internal tasks including material purchasing, quality control, and productivity control can be executed with precision and confidence. "It's hard to overstate how deep into the process this system can go. As an example, quality control extends to providing control over supplier selection, deliveries, paperwork, and regulatory requirements. Savings on material purchasing are substantial. And that drives down our costs" Mr. Dolan said.

"We were able to make this transition to digital scanning and modelling because we had really strong support from B&M's IT department. Now this expertise is ready for everybody to use, and transferring this knowledge across the country is the next step.

"There is a treasure trove of software available to any region that wants it" says Tony Dolan.



## Health and Wellness at B&M in Canada

Part of Corporate People Resources' strategic planning process is to offer health and wellness initiatives that support our employees. We understand physical and mental health form the foundation of how we live our lives, and while we're busy focusing on family, friends, work and other responsibilities, it can be easy to neglect our health. We offer a number of resources to proactively address health concerns, support recovery, and offer comfort to employees and their families:

**Employee & Family Assistance Program (EFAP)** – Our EFAP provides immediate and confidential support for any work, health or life concerns to you and your family members. The program is available 24/7 and is completely confidential within the limits of the law. Our EFAP is a multi-faceted program that offers support by phone, email and in-person counselling to assist you with workplace challenges, managing relationships and family, tackling addictions, receiving financial guidance, finding child and elder care resources, getting legal advice, and improving your health. To access our EFAP program, visit [www.workhealthlife.com](http://www.workhealthlife.com).

**Group Insurance** – Black & McDonald offers insurance benefits through Manulife Financial. Group benefit costs for life insurance, AD&D and LTD are paid by the employee, while health and dental are paid by Black & McDonald. Other plan features include emergency travel assistance, an annual health care spending account (HCSA) and access to Manulife's Health eLinks, which provide resources such as a personal health risk assessment, health library, and tools to research various conditions, medications, tests and procedures.

**Disability Management** – Black & McDonald offers comprehensive disability coverage for both short- and long-term disability. Ongoing support during absence is provided to employees to help them recover and stay connected to the workplace. This includes identification of health issues, coordination of treatment, development of accommodation plans, and assistance to address possible factors that may be preventing employees from successfully returning to work.

Additional information and resources can be found on *the wire* or by contacting your Regional HR Representative. For our US employees, please contact your local HR department for more information on H&W programs and benefits.

**People: Our Strength, Our Future**

**Logan King**  
Corporate Director, People Resources

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## *Danielle Sero Helps Bring Home Gold for Canada*

Southern Ontario Region Health & Safety Administrator **Danielle Sero** is a member of the women's team representing Canada that brought home a gold medal after a dominant performance in the World Ball Hockey Championships held June 16-26 in the Czech Republic.

Canada finished the tournament with a 4-1 win over the Czech Republic. Danielle contributed two goals and five points in the first four games, and an assist in the gold medal game. Congratulations!



# Among Us

## New Employees

### Alberta

**Matthew Aubin**, HVAC Tech.  
**Michael Ryan O'Sullivan**, HVAC Tech.

### Atlantic

**Matt Hansen**, Electrical Estimator/Project Manager, NB Industrial  
**Arian Vidal Maury**, NS Commercial Project Manager  
**Greg McKay**, Building Operator NS FMO Group - General Dynamics (welcome back!)  
**Cameron Thomson**, NS Service Technician

### British Columbia

**Kelsey Beaton**, HSE Advisor  
**Terrence Bell**, Electrician  
**Adrian Bi**, Building Operator  
**Leroy Charles**, Maintenance Mechanic  
**Callum Dailly**, Associate Business Development Representative  
**Noel Ferrer**, Building Operator  
**Patrick Hillis**, Project Coordinator  
**Gina Janus**, Dispatcher  
**Nabil Khan**, Building Operator  
**Michael Lee**, Electronics Technician/Systems Analyst  
**Syed Mazawi**, Building Operator  
**Kayleen Milliken**, Building Operator  
**Calvin Ng**, Building Operator  
**Darrell Orllesky**, Building Operator  
**Lorelei Piccinin**, Project Coordinator  
**Matt Prunty**, Electrical Project Manager  
**Kurtis Ritchie**, Building Operator  
**Ron Schreckenbach**, Project Sales Rep.  
**Mark Smith**, Chief Engineer  
**Peter Snell**, Building Operator  
**Tyler Sukkel**, Electrician  
**Jason White**, Plumber

### Manitoba

**Austin Chabidon**, Plumber (Apprentice)  
**Wayne Coombs**, HVAC Technician  
**Chris Okell**, Operations Manager  
**Tyna Sandison**, Receptionist/Admin Asst.

### Northern Ontario

**Stacey George-Masse**, ACSO / Admin Assistant, Admin Division  
**Jonathan Guilbault**, Operations Supervisor, FMO Division

### Power Generation Region

**Fernand Desbiens**, QA Specialist  
**Doug Harkness**, MCR Coordinator  
**Troy Hiscock**, MCR Coordinator  
**Spenser Kristensen**, Site Training SPOC  
**Todd Kubicki**, Outage Coordinator  
**Scott Legge**, Superintendent  
**Greg Provost**, Project Materials Coordinator

### Quebec

**Louis Cartwright**, Manager, Service Division  
**Sylvain Gendron**, Handyman, Service Division

**Patrice Lamothe**, Warehouse Clerk  
**Carlos Malaspina**, Project Coordinator, Construction Division

### Saskatchewan

**Chris Bodnar**, Project Manager, FMO  
**Ryan Boyle**, Apprentice Electrician, Projects  
**Alejandro Cardenas**, CAD Detailer, Fabrication  
**Joseph Cooke**, Apprentice Plumber, Projects  
**Sean Cross**, Project Manager, Projects  
**Yevgen Kladov**, Welder, Fabrication  
**Kelly Krienke**, FMO Building Operator  
**Karthik Kuppa**, Project Coordinator, Fabrication  
**Wesley Ottenbreit**, Journeyperson Plumber, Projects  
**Anthony Rebeyka**, Labourer, Projects  
**Devin Reiner**, Apprentice Plumber, Projects  
**Darin Seifert**, Journeyperson Plumber, Service  
**Waylon Thiessen**, Apprentice Electrician, Projects  
**Ben Villanueva**, Journeyperson Welder, Fabrication  
**Jose Villanueva**, Journeyperson Welder, Fabrication

### Southern Ontario

**Holman Abad**, Building Operator  
**Greg Alabi**, Health and Safety Advisor  
**Ali Ansarifard**, Scheduler / Coordinator  
**Avinash Baldeo**, Maintenance Mechanic  
**Gord Bell**, Manager, Service & Streetlighting  
**Jeffrey Bolton**, Infrastructure Tech Team Lead  
**Mark Borja**, Project Coordinator  
**Daniel Brown**, HVAC Mechanic  
**Claudia Carrera**, Accounts Payable Clerk  
**Bart Chalas**, Project Coordinator  
**Jason Coman**, Building Operator  
**Everette Cornwall**, Call Centre Operator  
**Marco D'Amore**, Project Coordinator  
**Alyah Danvers**, Payroll Administrator  
**Branden Davie**, Project Coordinator  
**Parmvir Dhillon**, Call Centre Operator  
**Steven Fellion**, HVAC Technician  
**Tim Finnigan**, Facility Manager  
**David Gordon**, Project Manager  
**Nathan Gordon, Jr.**, Maintenance Mechanic, FMO

**Matthew Howe**, Tool Room Assistant  
**Mircea Istratescu**, Estimator  
**Chris Jackson**, Project Coordinator  
**John Killick**, Job Site Cost Controller  
**Andrew Liburd**, Security Guard  
**Marco Longo**, Estimator  
**Francisco Juarez Miranda, Jr.**, Maintenance Mechanic, FMO  
**Tina Misev**, Subcontract Coordinator  
**Omar Najera**, Building Operator  
**Peter Nyahoro**, Building Operator  
**Julio Ortiz**, Project Manager  
**Steve Payne**, Sr. Estimator  
**Donathan Penaranda, Jr.**, Project Coordinator

**Matthew Ruffolo**, Project Coordinator  
**Kevin Sahakyan**, Project Coordinator  
**Raul Sardeng**, Building Operator  
**Alireza Sasani**, Scheduler / Coordinator  
**Rory Scannell**, Maintenance Helper  
**Daniel Schop**, Training Specialist  
**Abdul Shakoore**, Building Operator  
**Terry Singh**, Warehouse Project Coordinator  
**Teresa Smith**, Business Development Mgr.  
**Michael Tabachnikov**, Field Services Engineer

**Tom Themelis**, Manager, LDP  
**Michael Trudel**, Project Manager  
**Mark Tupheld**, Field Services Engineer  
**Demer Villaluz**, QA/QC Auditor  
**Leonardo Vizcaino**, Project Coordinator  
**Liz Vu**, Accounts Payable Clerk  
**Pat Wallis**, Project Manager  
**Fergal Warde**, Systems Operations Analyst  
**Dale Wareham**, Estimator  
**Graham Whyte**, Estimator  
**Robert Weidlich**, Plumber  
**Marlo Yanson**, Project Coordinator

### Southwest Ontario

**Michael Cervi**, 1st Year Apprentice, London  
**John Clark**, Business Development Representative, London  
**Melanie Murphy**, Facility Operations Support, David Braley Research Institute

### US Operations

**Shane Bills**, Superintendent  
**Michael Black, Jr.**, Estimator  
**Gregory Boss**, Project (Site) Manager  
**Beny Bravo**, Site Project Engineer  
**Todd Brown**, Civil Field Engineer  
**Tanner Burns**, Job Cost Accountant  
**Steve Coblentz**, Electrical Field Technician  
**Kyle Cramer**, Site Manager  
**Erit Duarte**, Superintendent  
**Kate Ebnert**, Project (Site) Manager  
**Norman Griffin, Jr.**, Foundation Technician  
**Troy Kramer**, Warehouse Manager, SLC  
**Clint Juarez**, Field Technician  
**Chad Lavoie**, HSE Advisor  
**Draven Long**, Warehouse Clerk  
**Samuel Penson**, Site QA/QC Manager  
**Sidjui Pouani**, Meter Reader  
**Todd Regazio**, General Superintendent  
**Kris Richards**, Project Manager  
**Aris Santiago**, HSE Advisor  
**Damon Sickel**, Warehouseman

### Colten Stevens

Project Coordinator  
**Jarmaine Walton**, HSE Advisor  
**Kathy Wilks**, Admin. Assistant  
**Lori Williams**, Project Coordinator

## Movers & Shakers

### Alberta

**Bruce Cornyn**, HSE Manager, from Western Industrial Region to Alberta Region

### Atlantic

**Donny MacKinnon**, from Electrician to Electrical Foreman, NS Commercial

### British Columbia

**Diego Fernandez**, from Assistant Controller to Regional Controller

**Ali Ghabban**, from Labourer to Building Operator

**Mat Grady**, from Project Sales Representative to Service Operations Supervisor

**Trevor Langham**, from Estimator to Senior Estimator

**Ryan McAleer**, from Service Operations Manager to Service Division Manager

**Dave McKendrick**, from Zone Mechanic to Asset Lifecycle Manager

**James Silverio**, from Building Operator to Lead Building Operator

**Sean Thorsteinson**, from Sales Representative to Sales Leader

### Power Generation Region

**Kerri Davis**, from QA Document Control Administrator to Estimating & Proposals Coordinator

**Wendy Dombroskie**, from Administrative Assistant to Quality Assurance Coordinator

**Dorina Fleites**, from Quality Assurance Specialist to Quality Assurance Manager

**Sarah Grove**, from Human Resources Coordinator to Human Resources Generalist

### Quebec

**Rudolf Thiemann**, from Quality Control - Linde Project to Quality Control Manager, Regional Office

### Saskatchewan

**Brian Farnham**, from Fabrication Manager to Construction Project Manager

**Brad Funk**, from Piping Foreman to Fabrication Manager

**Thomas Thompson**, from Fabrication Pipefitter to Piping Foreman

### Southern Ontario

**Andrew Bradvica**, from Project Manager to Facility Manager

**Michelle Cooper**, from IT Coordinator to Project Manager, IT

**Jeff Glover**, from Project Manager to Department Manager

**Joe Laine**, from Operations Supervisor to Operations Manager

**Tessa Luce**, from Call Centre Agent to Sr. Call Centre Agent

**Cap Pitts**, from Sr. Estimator to Chief Estimator

**Paul Silva**, from Building Operator to Facility Supervisor

**Tania Skapura**, from Project Coordinator to Project Supervisor

**Angelo Suintres**, from Chief Estimator to Manager, Estimating

**Patrick Treacy**, from Estimator to Manager, Estimating

**Ryan Van Den Akker**, from Building Operator to Project Coordinator

### U.S. Operations

**Dawn Abbott**, from Accounting Assistant to Contract Administrator

**Jeffrey Martin**, from Project Manager to Manager of Utility Services, focusing on specialty services

**Eric Vogel, Jr.**, from Project Manager to Manager of Utility Services focusing on underground construction & substations

**Nick Ziegler**, from Project Manager to Manager of Utility Services, focusing on overhead construction & distribution/transmission

## Black & McDonald Limited

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Sandy City, UT	(801) 569-9219
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Sean Peacock	Western Industrial
Candice Leung	British Columbia
Eric Vogel	U.S.

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