



DRAGADOS - TOMLINSON JOINT VENTURE WINS IMPORTANT WATER INFRASTRUCTURE PROJECT

The Dragados - Tomlinson Joint Venture has begun construction on the Combined Sewage Storage Tunnel (CSST) to enhance the health of the Ottawa River by improving the storm water management system.

It will reduce the frequency of sewage overflows into the Ottawa River during major rainfalls and decrease the risk of basement flooding for several low-lying lands in the core of the city. The City of Ottawa awarded the construction project to Dragados-Tomlinson in July 2016 as part of its Ottawa River Action Plan.

“We all know that when we have extreme downpours or rapid melting, that water has to drain somewhere,” explained Paul McCarney, Vice President, Business Development, Tomlinson. “It goes into the sewer system and you get this mixing of stormwater with sanitary sewer flow (human waste) that sometimes discharges into the Ottawa River instead of the

treatment plant. When beaches are closed, it’s not about bird or animal droppings.”

Funded by the Government of Canada, the Government of Ontario as well as the City of Ottawa, total investment in the CSST project is approximately \$230M over three years. Protection of the Ottawa River has been a priority of the City, which is working to reduce the impact of both combined sewage overflows and storm water on the river.

Two tunnels, each about three metres in diameter, will stretch over six kilometres under the city core. One 2.2 kilometre tunnel will run north-south under Kent Street from Highway 417 to the Supreme Court on Wellington



MESSAGE FROM THE CEO

TEAMWORK

When leaders write about Teamwork it usually relates to a sports analogy about a coach they had in high school. I really didn't play sports in school. I learned teamwork from each of you working in the field. I then spent years smoothing off the rough edges by learning the hard way what doesn't work and eventually realizing that I needed additional formal classroom training.

I use two analogies on a regular basis. The first is, *If You Want To Know How To Get The Job Done Just Ask The Equipment Operator*. In other words – inform your team of the end-goal, and let them figure out how to get there. Create a challenge for the team and get them involved in the planning and execution on how to complete it. This gives the team a common goal to work towards that they helped create. In order to make this successful I try to clearly communicate the challenge we're facing, work with the team to develop a plan and execution strategy and allow people to utilize their individual strengths. By doing this, it gives the team accountability and helps grow their team responsibility level.

Many of you know that I race cars for a hobby on weekends, which ties in really well to the second analogy I find myself using all the time, which is that *You Have to Go Slow to Go Fast*. The team of guys I race with know this more than most because we get to live this within minutes on the race track. By making quick off-the-cuff decisions we usually end in a month of repairs. However, when we plan, do regular maintenance and repairs, organize really well during our setup, review the race plan and strategy before we start we have a much better chance of being the first to see that checkered flag on the final lap. Even if I cannot be at the race to drive the car, I know the team is well-prepared and can execute on our plan. The steps we follow are to slow down and take the time to plan, review the metrics of what has worked in the past, and what changed when we tweaked processes and then be sure to celebrate the wins.

To build a great team, everyone needs to have a voice in the decision-making process. Then, each team member has to deliver on their individual part of that plan. After each project completion – the successful and the unsuccessful ones – the team needs to review the outcomes and set new challenges for themselves.

To all of our teams, thank you for a great 2016, it takes each individual to make a great team – One Team. I wish you and your families a prosperous New Year. I look forward to working with you all in 2017!

Ron Tomlinson, CEO

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Street. Another tunnel measuring 4.2 km will stretch from LeBreton Flats in the west to New Edinburgh in the east. The tunnels will intersect at Kent and Slater streets. The tunnels will be three metres in diameter, 30 metres below ground level and will hold 43,600m³ of untreated sewage, the equivalent of 18 Olympic sized pools.

Construction of the north-south tunnel has begun at the south end of Kent Street near Highway 417. The east-west tunnel construction will begin at Stanley Park (Stanley Avenue). Completion of the project is anticipated for late 2019 with the CSST in full operation by mid-2020.

Once complete, the system is expected to significantly reduce discharge of untreated sewage into the river. "Basically, what this finished system will do is receive and hold 43.6 million litres of flow. The tunnel will then direct the flow in a controlled fashion to the treatment facility, where the flow will be treated. Once clean, it is suitable to be discharged slowly into the river," said McCarney.

The project also includes the construction of 13 shafts over the tunnel, primarily for access. Support buildings and odour control facilities will also be built as part of the project.

Construction of the CSST requires the use of a Tunnel Boring Machine (TBM), a common technique used in tunnelling projects. It will go almost 100 feet below ground and should be launched around April 2017. "There is quite a lead time to get the machine set up and delivered to the site, launched and actually in production," McCarney explained.

Excavation will be necessary to create an entry point for the east/west tunnel construction at Stanley Park. The same tunnel boring machine will be launched westerly and it will go underneath the Rideau River, southerly on Cumberland Street, underneath the canal and westerly along Slater Street.

The hole cored through the rock will be 12 feet in diameter, and as the

machine advances it spits out the smaller rock fragments and simultaneously installs segmental liner plates. The segmental liner added is a foot thick on the top and bottom, making the finished tunnel hole 10 feet in diameter. The liner locks together like a five-piece puzzle, making it leak proof.

“The average citizen won’t know that the TBM is working underground,” said McCarney, adding the machine, which costs in the neighbourhood of \$7Million, will be working 22 hours a day, five days a week. “It will be literally like a mechanical mole working deep in the ground - its a very safe and sophisticated machine.”

One of the biggest challenges for the project, McCarney noted, is timing, especially since the three-year project coincides with Ottawa 2017, celebrating Canada’s 150th anniversary. However, the companies have successfully worked together before on major infrastructure projects in the city. “We are very honoured that the Dragados-Tomlinson Joint Venture has been awarded this significant infrastructure project here in Ottawa,” said Ricardo Franco, president of Dragados Canada. “We are aware how important the CSST project is for the city and have confidence that the work our highly qualified team will deliver will contribute to preserve the Ottawa River for generations to come.”

The Dragados-Tomlinson Joint Venture (DTJV) on the CSST project is a testament to the great work completed by many Tomlinson divisions in the past 4 years on the OLRT Phase 1. Countless nights and weekends worked by crews to deliver new sewers and watermain on schedule, the construction of the newly widened Highway 417 including many structures and off-ramps – these efforts have built trust with Dragados, a partner of the Rideau Transit Group, who was awarded the \$2 Billion Phase 1 of the OLRT. Tomlinson’s Core Value of Excellence has led to the OLRT awarding many follow-up contracts to Tomlinson and ultimately, led to a partnership being formed for the CSST.

The process of being awarded the CSST contract started early in 2015 with the preparation of the Request for Qualifications. DTJV was one of five successful teams short-listed to begin working on the bid. Adam Hendriks and Darrin Alberty acted as leads for the sewer/watermain works and Mario Lalonde and Derek Conway were principally in charge of the Heavy Civil components. Many others helped behind the scenes with pricing and support and it was truly a team effort which led to the winning bid on April 26, 2016.



A Rapid Response and Full-Service Solution Great Teamwork Quickly Repairs Ottawa Sinkhole



On June 8, 2016, a massive sinkhole closed Rideau Street, a busy tourist, commercial and retail centre, in downtown Ottawa. Tomlinson was one of the first construction companies to arrive on the scene, immediately helping to stabilize and fill the sinkhole. Along with many other companies and utility service providers, Tomlinson helped ensure the safe reinstatement of the area in an aggressive timeline of just three weeks. By June 29, work crews had repaired the damaged infrastructure and restored service to all affected businesses in time for the annual Three Amigos summit and for the Canada Day celebrations.

Tomlinson’s capability to rapidly respond and provide a diverse range of services were crucial to the overall success of the repair project. Combined with their project management expertise, Tomlinson’s Ready Mix, City and Sewer/Watermain divisions all played important roles.

Efforts included:

- Supplying 700 cubic metres of Ready Mix concrete to help fill the massive sinkhole
- Reinstating the sewers/ watermains affected by the sinkhole
- Backfilling and compacting road sub-grade materials
- Re-paving Rideau Street

Tomlinson crews were present sometimes 24 hours a day, some divisions working 16 hour days and over the final weekend to make sure the area was safe for the public.

“We were happy to support our city and partners in this emergency. Every crew member and company involved pulled together and worked hard. Tomlinson is unique in that we have the capability to respond quickly and deliver a range of services required in these types of emergency situations. Even in rapid response, we are committed to a high quality of work and maximum safety of our crews and public.”

- Kevin Cinq-Mars, President of Tomlinson

Watch **Tomlinson’s Ottawa Sinkhole Video**, found both on www.tomlinsongroup.com under our Videos section or on the Tomlinson Youtube Channel.

[<https://www.youtube.com/watch?v=I22Jk3VQySQ&feature=youtu.be>]



FUN FACT

Ontario Trap Rock

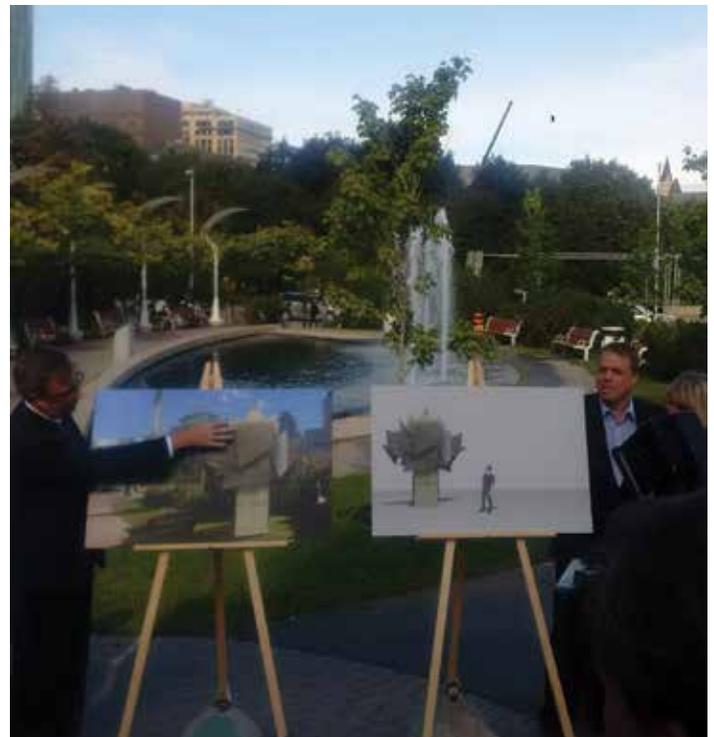
When a torch is put to a penny sitting on a standard fibre glass wall, the insulation smoulders and melts and the penny is left intact. However, when the same test is performed on mineral wool using Ontario Trap Rock (OTR), a special hard and durable diabase used in the construction of railways and roads, the insulation resists the fire and the penny is melted out of shape. See <https://www.youtube.com/watch?v=OcUF1ryRqdl> for a fun video.



Unveiling of Spectacular Cauldron for Ottawa 2017 celebrations

Tomlinson attended the unveiling of The Ottawa 2017 Cauldron on September 22, 2016 with partner Enbridge. The cauldron, a tri-sided installation, which is an artistic, isan artistic adaption of the Ottawa 2017 logo measuring approximately 5 metres high (16 feet) and 4 metres wide (13 feet), islocated in the garden bed in Marion Dewar Plaza. On December 31, 2016 the cauldron will be lit during

a family-friendly celebration to mark the start of the 2017 festivities to celebrate Canada's 150 years. Mario Lalonde, Assistant Manager, Heavy Civil, attended the unveiling on behalf of Tomlinson. **"We are pleased to partner with Enbridge in installing this cauldron and proud to play our part in the 2017 celebrations of our capital,"** he commented.



The Highs and Lows of Estimation

There aren't many jobs where you move from utter terror to complete elation in the space of a minute. But this is something Tomlinson estimating teams deal with almost daily.

We're talking about the 'Public Tender Opening' - the tense moment after a tender is submitted when the municipality reads out all the bids, in random order. "The goal is to be the lowest bidder, but within 3% of the next bidder, ideally 1%," explains Ron Wood, Senior Estimator. "I've been in situations where the first tender opened is several million dollars higher than yours. Your heart drops as you wonder, "Oh No!! What did I forget?" But then, when they keep reading out bids and the next bid is only a couple of thousand dollars higher than yours and you're the lowest bid, you shift to complete relief."

This winning tactic of coming within a few percentage points of the next highest bidder is known as 'having the least amount of money left on the table'. If your winning tender is lower than your competitor's by 10% or more, you've priced yourself too low. Gauging that sweet spot is a challenge, but it's something the estimation team have worked hard at over the years. They have won million dollar tenders by just \$100. For the 7 estimators within Tomlinson municipal, commercial and heavy civil groups who collectively bid on 600 projects a year, Ron believes Teamwork is the key to success.

The process involves several important steps and requires team working skills at every juncture. Once an estimator has scoured the web for tenders, they choose the viable ones. Then the estimator prices up the project on a computer. At this point the estimator must consider all the tasks and factors involved in the project - the hours, staff, vehicles and materials needed, as well as timing and scheduling considerations. There could be hundreds, often thousands, of tasks required to complete one project and the estimator has to allow the time and money for every single one. As Derek Conway, Estimator (Heavy Civil) explains, "this takes experience of each Tomlinson division, but

most importantly, communication with all of the operations divisions, be that concrete, asphalt, aggregates, sewer/watermain or heavy civil." Sometimes the plans or drawings don't match what is actually workable, so it takes knowledge of the different disciplines to accurately predict the resources, man hours and time needed.

Over the years, the estimation team has built a system with help from the operations department, using statistics from previous jobs completed. The estimation team also has to liaise with accounting to ensure their predictions are accurate. Before submitting the bid the estimator has to make sure Tomlinson meets all of the submission guidelines - a tedious but crucial part of the process. All this has to be gathered within the deadline for the tender, often a two-week window. If a bid is even 1 second late it is disqualified.

Given the complexity of estimating, it's not surprising tensions run high while waiting for the public opening and announcement of the tender results. But the work doesn't stop there. Once Tomlinson wins a bid the estimation team is in constant contact with the project manager to ensure the project stays on budget. One particular challenge is change orders - when a customer wants to alter something on the plan. When this happens, the estimator has a short window, sometimes less than 24 hours, in which to re-price the job. This is when constant contact is crucial. When the project is completed the process goes full circle: the data from the project is collected by the operations team and shared with the estimation team to inform future bids. It is this synergy that enables the entire estimation team to submit accurate tenders time and time again.



Left to right: Lakmal Herath, Derek Conway, Ron Wood, Joel McIntyre, Tim Vizena, Ted Sewell, Wes Johnson, Patrick Patenaude, Mario Lalonde

Health and Safety update: Commercial Vehicle Training

Health and Safety is an excellent example of team work in action. Since there are Commercial Vehicle drivers spread across several of Tomlinson's divisions, it is crucial that the driver, their supervisor and their manager all communicate with each other, and with the Compliance officer, Richard Holmes, to ensure each driver has the necessary training for their job. "Everyone has a part to play," says Richard.

A Commercial Vehicle includes trucks that have a gross registered weight of over 4,500 kg, and in order to maintain compliance, each driver of a commercial vehicle must go through assessment and training on a regular basis.

Pre-hire evaluation: The assessment begins before the candidate has secured the job. Part of the application process is a ride-along with a supervisor, foreman or the compliance officer from Tomlinson. The feedback will influence whether the candidate is successful in their application or not. Any assessment will result in one of three possible levels: unsatisfactory - requires improvement - satisfactory. If a driver ranks as unsatisfactory this is normally noticed at the pre-hire stage.

Specific job training: Once a candidate successfully passes their pre-hire evaluation their specific training plan is put into place. This begins with the new driver being accompanied by a much more experienced driver who works in the same role. This internal, hands-on training is effective because it is so job-specific.

3 - 6 month evaluation: After 3 to 6 months employees undergo another assessment. At this point the Compliance Officer books a ride-along. Richard's extensive training allows him to give comprehensive feedback on the individual's performance and to create a training plan for each worker. This training is preventative, Richard explains. The idea is that we're always aiming for a higher standard.

The Tomlinson Training program spans different types of training, both hands-on and theoretical to make sure workers have covered all the bases.



Skills-based training: This includes a comprehensive vehicle inspection which takes 30 to 60 minutes. This is about assessing the driver's understanding of the Health and Safety regulations, the state of the vehicle, as well as their driving ability.

Post observation evaluation briefing: During this session, the assessor explains in detail the employee's performance. The staff member acknowledges what has been discussed and the evaluation is signed-off. The assessment is forwarded to the Health and Safety department and kept in the employee's training file. Anything dangerous is reported to the foreman and a revisit of the specific training is scheduled if necessary.

In-class training: Tomlinson offers various classes including:

- Hours of Service
- Vehicle Inspection
- Cargo Securement
- Distracted Driving
- Vehicle Defensive Driving
- Professional Commercial
- Non-hazardous and Hazardous waste hauling

Personal training and competency is something the Health and Safety team track diligently. In their weekly meetings they discuss any accidents or incidents. These are followed up immediately, documented and remedial training is given where necessary. This is something drivers welcome, says Richard. Our staff strives for high standards and they desire the training which goes along with that. With our regular hands-on training, our in-class sessions, and our scheduled assessments, the whole team is committed to a safe environment.

TEAMWORK PROVIDES WINNING FORMULA

Tomlinson Wins City of Clarence-Rockland Waste Collection



Left to right: Marc Benson, Clifford Lafleche, Doug Palmer, Paul Lauren, Eric Grecco-Leblanc, James Phelan

Tomlinson Environmental Services has been optimizing the resources from several divisions within the company to fulfill its new waste collection contract in the City of Clarence-Rockland. Securing this bid at the end of 2015 was significant as it represents one of the largest communities outside of Ottawa. It is also proof that Tomlinson's ability to offer a comprehensive range of waste as well as construction services is a winning formula.

In July 2015 the Environmental Services Solid Waste & Recycling team began preparing the bid: researching the collection history and routing; observing the existing service provider, Progressive Waste; and pulling on the knowledge and experience of its whole team. Doug Palmer, Route Supervisor, was particularly instrumental in the bid process. TES had previously bid this contract twice so he knew they had to do something different this time. He attended city council meetings to ensure he communicated the added value Tomlinson offered by being fully integrated, not having to rely on a third party, and being able to use its internal resources

to fulfill all aspects of the contract. The team submitted the bid, including pricing on 10 different collection scenarios along with the pre-existing collection method. In November 2015, Tomlinson was awarded the \$6,000,000, 5-year contract, ahead of Miller Waste. Doug's persistent communication with the city was crucial in winning this bid.

The Tomlinson team met with staff for the City of Clarence-Rockland and started the contract with new equipment in April 2016. With a new service provider, the municipality's main concern was the changeover between contractors, especially since the previous supplier had been with us for the past 12 years, explains Denis Longpré, Manager of Environment and Water, Infrastructure and Engineering, Cité Clarence-Rockland City. We are pleased with the smooth and collaborative transition that Tomlinson provided to our residents and the way they dealt with questions promptly. Tomlinson followed through on the planned transition and conducted regular follow-ups to ensure our satisfaction.

The contract services a population of 23,185 with 8567, residential units and 140 businesses, 5 days per week. It includes: curbside collection of waste; recycling and leaf & yard waste; front end load collection of waste; and cardboard

and roll off compactor/enclosed bin type work. A total of 5 trucks and 5 full-time drivers are utilized: 5 International Labrie Side Loader collection vehicles with cart tippers and 1 Mack Universal Front End Load truck. Roll Off services are provided by Tomlinson's existing fleet.

Thanks to its diversity, Tomlinson is able to use the Tomlinson infrastructure to manage all aspects of the service without any need of a third party. All of the vehicles, drivers

and hauling are provided by Tomlinson. Where the team work comes in is that the Environmental Services team is using the nearby Tomlinson Ready Mix plant in Vars to park the 3 trucks and perform maintenance, thereby decreasing operating time and cost. Recycling is transported to the Tomlinson Waste Recovery Centre in Carp where Rob Hall supervises the Recycling processing, thus increasing Tomlinson's overall recycling volumes.

Over 100 Guests & Dignitaries Celebrated Grand Opening of Lystek's First Biosolids Processing Center in the U.S.

Excitement was high at the Grand Opening of Lystek's new, 150,000 (U.S.) ton, state-of-the-art, Organic Material Recovery Center at the Fairfield Suisun Sewer District (FSSD) in California on Friday, October 21st. Staff and management of Lystek and its parent company, the Tomlinson Group, were joined by Greg Baatrup, GM of the FSSD and a variety of other distinguished guests including members of the FSSD board, a number of new and prospective customers, many of the primary project partners and sponsors of the event.

The celebration featured a ribbon cutting ceremony hosted by the Fairfield-Suisun Chamber of Commerce and a formal lunch program with welcome speeches by the Mayor of Fairfield, Harry Price, presentation of a Certificate of Recognition from Assembly member Jim Frazier and the California State Legislature, as well as a keynote address by state Assembly member Bill Dodd.

In his address, Mr. Dodd referred to the partnership between Lystek International and the Fairfield-Suisun Sewer District as "the utility of the future" and said he is "just over the moon excited with what's happening." He also stated, "This is just (another) great example of what the power of creating partnerships is, partnerships between Suisun City and the City of Fairfield, the Sewer District, and Lystek. Let's just talk about public-private partnerships. We all know how important those are because the government cannot do this stuff by itself. It never will be able to."

The event was also an opportunity to celebrate Lystek's new, four-year biosolids management agreement with Central Marin Sanitation Agency (CMSA) in addition to the base volume of 14,000 tons per year from the FSSD and previous commitments from other San Francisco Bay Area agencies. Everyone in

attendance agreed that the opening of this ground-breaking facility is a major step forward in the progression toward reliable and sustainable, year-round organics management for the Bay Area.

The new facility will leverage Lystek's patented, low temperature Thermal Hydrolysis Process (Lystek THP) to divert biosolids and other organics from landfills and produce LysteGro™, a Class A EQ (Exceptional Quality) product that is high in organic matter and nutrients and that is recognized by the California Department of Food and Agriculture as a licensed fertilizer product. The technology will also optimize digester operations and contribute to increased biogas production for use as green energy by the FSSD.

Mayor Harry Price reflected that, "We're fond of referring to Hollywood and all that they do, but this is not fiction. This is reality. When you realize what is happening here today, it will certainly give truth to the saying that 'As California goes, so goes the United States.'"

Kurt Meyer, President of Lystek adds, "We are proud of the partnership we have developed and will continue to foster with the FSSD and we look forward to developing the same kind of mutually beneficial, long term business ventures with others throughout California, the rest of the North America, and beyond."



THE TOMLINSON FAMILY FOUNDATION

Hosts Charity Slo-Pitch Tournament

The rain didn't hold back the Red Army and friends from playing in the Tomlinson Family Foundation's first Charity Slo-Pitch Tournament on September 17, 2016.

With the help of over sixty corporate sponsors we surpassed our goal by raising an amazing \$149,926. The Tomlinson family will match all contributions received. The money raised will then be donated to local charities. After seventeen games, the East Coast Crushers took the win in the finals against Scotiabank.



“Great employee event and wonderful start to the Tomlinson Family Foundation. Our suppliers and business partners really stepped up with both monies and participation in the tourney. A home-run!!!!”

- Dana Lewis, Paul McCarney & Milissa McDowell

VOLUNTEERS

Tomlinson would like to thank the volunteers who made this day possible. Thanks go out to Matthew Roy, Jennifer Scott, Sherry Harding, Amanda Lynch, Mia & Chloe Ziglar, Treana Wilson, Jeff Tomlinson, Chris Kollar and Perry Lafreniere. Also a thanks to our chefs on the barbeque: David & Bernie Ingimundson, Ron Tomlinson, Kevin Cinq-Mars, Chris Kollar, Tim Vizena, Paul McCarney and Vince Siemens.

ACTIVITES FOR ALL AGES

The event was a fun-filled day for all ages with the fourteen teams playing games throughout the day. All players were able to start their day with Zoe doing yoga stretch. The younger guests were able to get amazing face paints and hop around in inflatables. Attendees enjoyed a barbeque lunch and a cool-off with refreshments in the beer tent.



HAD A GREAT DAY VOLUNTEERING AT THE SLO-PITCH TOURNAMENT, WAS NICE TO GET OUT AND MEET PEOPLE AND FINALLY PUT SOME FACES TO NAMES!

- Jennifer Scott, Payroll Administrator

National Arts Centre Gala

October 22ND, 2016

Tomlinson was happy to donate \$15,000 to The NAC Gala for the National Youth and Education Trust. The trust invests in young Canadians through the performing arts. The black tie event was attended by Sophie Grégoire Trudeau and included cocktails, a concert featuring Diana Krall, Alexander Shelley & The NAC orchestra, followed by dinner on Southam Hall stage.

Tomlinson Ready Mix Wins President's Award

from Infrastructure Health & Safety Association (IHSA)

Tomlinson Ready Mix (TRM) has been awarded the IHSA's President's Award for 250,000 hours worked with zero lost time injuries (LTI). The last LTI was on June 23rd 2014. TRM will be awarded a plaque in recognition of this achievement at the IHSA general meeting later this year. **Congratulations to the workers and management of TRM!**



FUN FACT

Tomlinson's Sewer/ Watermain Division

Tomlinson's Sewer/Watermain Division had a crew working on Ottawa's infamous sinkhole site for 110 consecutive hours. The only reason they stopped that day was because the starter on an excavator melted after working continuously and for so long. **The sinkhole was filled in just three weeks, in time for the Three Amigos Summit and Canada Day. Thanks to the hard work of all those involved!**



15TH Annual President's Breakfast Raises over \$10.2M for Ottawa Hospital

Tomlinson was a major sponsor (\$10,000) and participant in this year's Annual President's Breakfast on Tuesday September 13, 2016. 600 business and community leaders were in attendance. Paul McCarney acted as Co-Chair, Ron Tomlinson and Kevin Cinq-Mars were head table guests, Tim Vizona acted as "Table Captain" and with nine guests may have raised the most

money! Mary Theresa Gelineau from Tomlinson Environmental Services was also present. Another successful community event in support of research and treatment programs at our Ottawa Hospital! It's where Tomlinson weaves our philanthropic efforts with our business partners and customers, resulting in deeper relationships and \$702,000 raised.



Tomlinson sponsors Queensway Carleton Hospital's 40 Years of Love



Tomlinson was pleased to be a major sponsor of the Queensway Carleton Hospital's "Hopes Rising Campaign" for mental health. Sara Cinq-Mars led the organizing team in producing a fun filled Gala held September 16, 2016 at Saunders Farm.

A capacity crowd of 450 including Tomlinson President Kevin Cinq-Mars, SLT members and many corporate friends and partners enjoyed the family style service, casual feel and dress under the various tents along with bar and appetizers in vintage barn structures.

There were raffles, live and silent auctions intermingled with live music and a campfire with make your own s'mores to finish off the evening under the stars. The company

provided kitchen and chef support with expertise from Sean McGrath and The Centurion Centre. The company hosted a table of 10 including guests from Richcraft and PCL Construction. Tomlinson also supplied whisper generators, power cables, heater for the tent and executive class Comfort Stations. A most impressive \$350,000 was raised.

"TOMLINSON WAS HONORED TO BE INVOLVED AND STRENGTHEN RELATIONSHIPS WITH LIKE-MINDED PARTNERS AND THE WIDER COMMUNITY"

- KEVIN AND SARA CINQ-MARS

HOPE Summerfest



Front row (L-R): Milissa McDowell, Kate Lawson, Melanie Brennan, Katie Chu. Back row (L-R): Stephan Belanger, Mohamed Shoir, Kenny Feeny, Wade Ennis, Waldemar Santos, Sarah Taylor.

For the second straight year, Tomlinson participated in HOPE Summerfest, which combines beach volleyball with raising money for local charities. This year's team performed very well,

winning all five round robin games and two playoff games before dropping our third playoff game to Costco. Another great year on the beach and we look forward to next year!

Trinity Autumn Classic Golf

Tomlinson was proud to sponsor the 2nd Annual Autumn Golf Tournament on September 22nd, 2016, organized by the Trinity Foundation.



Left to right: Michael Clement (Environmental Services), Francis Brazeau (ReadyMix), Bernie Ingimudson (Sewer/Watermain), Tim Vizena (City & Commercial).

Christie Lake Kids: “An Unlikely Pairing”



Kevin Cinq-Mars and guests supporting Christie Lake Kids



Many from Tomlinson were present at this year's 'Unlikely Pairing' on Thursday November 10th, 2016 - a premier Christie Lake Kids event. The 'Adventures in Food Trucks and Fine Wines', held at the beautiful and historic Asbury College, featured gourmet dishes prepared in food trucks paired with fine wine. All monies raised go towards recreational programming to enrich the lives of children and youth living in poverty within Ottawa. The event was attended by members of the Senior Leadership team, their wives and many of our vendors and customers.

Great fun was had by all and more than \$130,000 was raised!



CUSTOMER SHOWCASE:

Cardel Homes - Miller's Crossing

Tomlinson Teamwork Brings Value Engineering And Cost Efficiencies To Partnership



In August 2016 Tomlinson began work on the Cardel Homes subdivision, Miller's Crossing, in Carleton Place – south of Highway 7. The project consists of 288 lots, with a mixture of singles and town homes to be phased in over the next 4 - 5 years.

Tomlinson teamwork, value engineering and service breadth were instrumental in establishing this partnership. Tomlinson had worked with Cardel Homes on previous projects and it was this positive experience which prompted Cardel Homes to approach Tomlinson early on in the planning stage. "Being able to offer value engineering during the preliminary planning is hugely beneficial, explains Bernie Ingimundson, General Manager, Sewer/Watermain Division. It's our preferred way of partnering as we can recommend adjustments and best options for minimizing waste and cost."

Tomlinson liaised closely with the engineers as well as the Township to understand the parameters and conditions of the site. In this case, the Sewer/Watermain team were able to offer advice on fill management, especially on blasting the rock, how to manage the rock on site, and the grading of the site. One of the benefits for Cardel Homes is cost efficiencies. **As Greg Graham, President, Cardel Homes Ottawa, confirms, "we consulted with Tomlinson early on because we had received exceptional service and communication when we had worked with their Sewer/Watermain division before. Tomlinson's diversified**

experience means they've seen almost every single situation in underground services so they were quick to point out potential challenges. They understand the importance of affordability in both residential and commercial projects like this and they proactively look for solutions for their partners."

The whole project pulls in many different resources from the Tomlinson Group: Sewer/Watermain, City and Commercial road building and Ready-Mix. While these groups presently work out of various facilities across the city, the employees communicate and liaise with each other seamlessly and regularly. Each group has dedicated project managers and superintendents on each element of the project. These individuals often work with the same partners and sub-contractors on repeated projects, so good communication develops over time. In this case, Tomlinson has also had to remain in close contact with the township.

One of the challenges for the new subdivision was access to the site. As well as being selected by Cardel Homes to fulfil the servicing needs of the project, the Sewer/Watermain division concurrently responded to the Township's tender to build a pumping station to support the subdivision. And separately to this, Tomlinson responded to a tender to develop McNeely Ave, which is a new road to the subdivision. "I believe they were successful in the bids with the township because of their diligence in cooperating with the township and their knowledge

of the project,” comments Greg Graham. Tomlinson was able to demonstrate that their diversified teams could fulfil on both the access and pumping station projects, removing the need for other contractors and thereby making the construction smoother and quicker. The Tomlinson teams are simultaneously working on all three projects. The team is working hard to help Cardel Homes meet their deadlines for home construction.



The other significant challenge of the project was the amount of rock that needed to be blasted on both McNeely Avenue and the subdivision. The team has been able to mobilise rock and earth back & forth across the sites, efficiently managing the surplus material.

Tomlinson’s effective teamwork and depth of experience mean this partnership will extend beyond this project. Cardel Homes has also selected Tomlinson as their partner for another 4-acre site in Kanata. “Bill and Ron Tomlinson have built the kind of company Cardel Homes wants to emulate and partner with,” Greg Graham says. “This goes beyond their obvious business skills. It’s about their culture of always being ethical, honest and respectful. They have an outstanding commitment to supporting our community. Their Health & Safety standards are second to none and they hold their partners to the same standards. We look forward to working together on many future projects.”

Driving for EXCELLENCE



On July 7th, Ron Tomlinson and the senior leadership team hosted an annual event called “Driving for Excellence” at the Calabogie Motorsports Park. We invited some key decision makers from our customers and partners to join in for some fun on the track. The invited guests were greeted by Ron, Paul McCarney and myself upon their arrival for a meet and greet prior to a short classroom session. Guests representing PCL, the Laurin Group, Cardel Homes, Glenview Management, Valley Utilities, The Mierins Group and Apollo Property Management were given a special Tomlinson Racing Hat with the car number they were going to be driving for the day. Our guests and Ron hit the track, making pit stops throughout the

“I WANTED TO THANK YOU VERY MUCH FOR A NICE AFTERNOON / EVENING AT THE TRACK YESTERDAY....WHICH WAS A REAL TREAT FOR A WORKDAY THURSDAY. I DID ENJOY SEIZING THE OPPORTUNITY TO PUT MY WIFE’S GT4 THROUGH ITS PAGES AS WELL WHICH ROUNDED OUT THE DAY FOR SURE.”

- DENNIS LAURIN (LAURIN GENERAL CONTRACTORS)



afternoon to enjoy refreshments, snacks and spend some time with our management team. Dinner was provided and served by Centurion Centre & Catering. This successful afternoon allowed Ron and the rest of us the opportunity to strengthen our relationships with customers and partners.

Given the success of the July 7th event, we held a second “Driving for Excellence” event on July 21st for seven more guests and one lucky employee, Tim Lake (who won this wonderful opportunity at last year’s Tomlinson Christmas party). Our invited guests from the Minto Group, Caivan Development Corporation, Colonnade Bridgeport Management, Con-Drain and the Brookstreet Hotel were greeted by Ron.

Kevin Cinq-Mars, Paul McCarney and Tim Vizena as they arrived at the Calabogie track. Following our approach from the previous event, this day was just as successful and provided our guests a unique experience, allowing us the opportunity to show our appreciation.

Events like these is why Tomlinson continues to grow in the marketplace and sets our company apart from our competitors. We value our customers and make the necessary efforts to understand their needs and wants. It is through these events that we realize we share many of the same “Core Values” with our customers and partners. Listening to their needs and feedback allow us to improve and make the necessary changes for future success.

- Richard Duguay, Business Development

“GENTLEMEN, THANK YOU VERY MUCH FOR AN EXPERIENCE OF A LIFETIME. EXCITING THRILLING EXHILARATING ARE JUST A FEW OF THE EMOTIONS ACHIEVED. HELLUVA GOOD TIME. THANKS AGAIN FOR INCLUDING ME.”

- FABLAN POULIN (APOLLO MANAGEMENT)



Shovels are in the ground at **The CORE**

Construction has begun at Tomlinson's new headquarters and home – The CORE (Central Operations for Results and Excellence).



The vision for this move is to continue our pursuit of higher engagement in our team by bringing people together to build a stronger Tomlinson through creating open communications, meaningful interactions and a culture of top performance. At The CORE, look for areas that foster innovative thinking, collaborative areas, quiet spaces, exercise rooms, nutrition break and juice bar area, and free flowing work spaces with connectivity between departments. There will be lots of natural light, large training areas and state of the art environmental designs.

Currently, we have nine different buildings in the Ottawa area where we have people working. Bringing everyone together will

be a major adjustment, with new working conditions, different drive times, but also new friendships and a revived energy that comes with all new experiences.

This initiative will make us more successful. Our company vision is to be the strongest civil infrastructure and environmental services company in Eastern Canada. Coming to The CORE is just part of the journey.



NEW TOMLINSON WEBSITE COMING SOON!

We're excited to announce that we've been working diligently on a NEW Tomlinson corporate website. The new website will be more informative, easy-to-navigate as well as responsive on all devices (from smartphones to desktops). The new design will support the strong Tomlinson brand visually and will highlight Tomlinson's capacity to fulfil simple to complex projects thanks to its breadth of complementary services and skilled workforce. New elements will include presenting more news and events, Tomlinson's on-going community involvement as well as project profiles to showcase Tomlinson's strength and diversity of offerings. The launch of the new website will further strengthen Tomlinson's profile online as a leader in transportation infrastructure and environmental services. We will keep you posted as we get closer to launch of the new Tomlinson online presence.



Employee showcase – Leslie Deavy



As Payroll Supervisor, Leslie Deavy isn't in the limelight, and that's just the way she likes it. However, her leadership skills and efficient processes don't go un-noticed. True to her inclusive and humble manner, Leslie can often be heard thanking her team, reminding everyone that her performance is a reflection of their hard work. Leslie has spearheaded a change to the work practices which make her team so efficient. In the last two and a half years she has put in place new systems to balance the workloads of her staff.

Leslie actively participates in fun company events, she and her team have long standing success in the annual Halloween competitions.

"Leslie is an excellent manager," explains Dawn Wells-Siddiqui. "She is friendly and takes time to talk to all her employees. She works very hard to ensure the personal development and job satisfaction of every member of her team." One way Leslie does this is by regularly changing the roles and responsibilities of the members of her team to avoid stagnation. As a result, the whole team processes complex payroll issues quickly and accurately, liaising with different outside agencies, provincial and state government bodies to provide a seamless service to Tomlinson staff. Thank you for your efforts Leslie!





Congratulations to the 2016/2017 bursary recipients!

This year we had the largest number of applicants since we started the program and are proud to have awarded 15 bursaries. At Tomlinson, we have two different types of bursaries - Tomlinson Group Bursary Program for immediate family members of employees and the Seasonal Employee Bursary Program. This year, we awarded 12 bursaries through the Tomlinson Group Bursary program to deserving students and three Seasonal Employee bursaries to hard-working employees. **Here's a little bit about our bursary winners:**

TOMLINSON GROUP BURSARY

COURTNEY BERQUIST is attending Carleton University to complete her Masters of Applied Science, Environmental Engineering.

JUSTIN BERQUIST is completing his Masters of Applied Science, Mechanical Engineering at Carleton University.

CHRIS VIZENA is studying in the Faculty of Medicine at Memorial University of Newfoundland in the MD Program.

KEVIN DEAVY is enrolled in Mechanical Engineering at the University of Waterloo.

LESLIE SHANE is taking Criminology at the University of Ottawa.

MEGAN MACCASKILL is attending the University of Ottawa to achieve a Bachelors of Health Sciences.

MADISON RENIA is enrolled in a Bachelor of Science, Nursing at St. Lawrence College.

ALEXANDRE SANTOS is completing his Masters of Art in Human Kinetics, Sport Psychology at the University of Ottawa.

ISABELLE LAFRENIERE is studying at University of Ottawa in the Bachelor of Nursing program.

MYRIAM LONGTIN is completing her Masters of Arts in Criminology at the University of Ottawa.

LUKE WHARTON is enrolled in the Bachelors in English program at the University of Ottawa.

ALEXANDRA CLEMENT is completing a degree in Child Studies at Carleton University.

SEASONAL GROUP BURSARY

KARLA CASTANEDA is enrolled in Civil Engineering at École De Technologie Supérieure. Karla worked for the City division this summer on the GPS team.

IAN MCCONKEY is studying Civil Engineering Technology at Algonquin College. Ian worked for the City division as a Labourer.

CHRIS VISSERS is in his third year of Business Administration with a major in Human Resources at Algonquin College. Chris is a Labourer for Heavy Civil in the summers and is currently volunteering in the Human Resources department gaining some hands-on HR experience.

We would like to congratulate all bursary winners and wish them luck in their programs.



NEW FACES AT TOMLINSON

COREY VAN BERKOM / JENNIFER MOODY
 PATRICK FAGAN / SHAWN LAMBERT / MARK FROST
 CHRIS THOMPSON / ORVAL LEWIS / JAMIE RODNEY / FRANK MARKUSIC
 JOSEPH D PAYEUR / ANTHONY SMITH / COLLEEN STOREY
 DEREK LENAHAN / MARK H CHALKER / STANLEY C RYGIEL
 CAROLYN RYGIEL / TRENT TRUDEAU / NOONCY JOSEPH
 MARK MCCOY / MATTHIEU VENA / JEFFREY FERRIER
 STEVEN W DAROU / CATHERINE KING / EVGENY MELYUSHCHUK
 ADRIENNE VANDYK / CURTIS RYAN / BRANDON A MCGRATH
ANDREW W SAVARINO / STEPHANE GOYETTE / ARNOLD K BERRY
CAJUSTE SLOODIASH / SARAH ENEI / JEFF COLEMAN
ROBERT DAVID CUMMING / JODI BERTHIAUME / BENOIT CROTEAU
MOUNIR EL-ZEIN / STEPHEN KING / MARK W SHERWOOD
 CORY TREMBLAY / **ANDREW R COE / SEAN WEBB** / JONATHAN BELISLE
 JOHN DUBEAU / **LUKE HOGAN / LUC LAFERRIÈRE** / SHANE SAUVE
 ERIC ASSELIN / **KAVISHKUMAR BHEKHAREE** / WILLIAM J BURCHAT
RÉGIS CANTIN / TYLER DAROU / BRADY D MORIN
 ADAM BEAUDETTE / **BRANDON LATREILLE** / RYAN QUESNEL
BRADLEY VADNEAU / LOUIS RACZ / ANDREW KARAM
 DAVID SCOTT WILKINSON / **TREVOR RUBINOFF** / KEVIN KILPATRICK
 OWEN WESCH / **HAROLD KELLY / JEROMY D ALGUIRE** / DILLAN SULLIVAN
 MINAZ CHATUR / **JASON FEDEROW / JOHN GIBSON** / SYLVAIN DUSSIAUME
SIMON KELLY / GLYNN BILODEAU / CHAD ROBERTS
 LOUISETTE TREMBLAY / **MICHEL DEVARENNES** / ERIC M WRIGHT
 MATHIEU JONES / **BRADLEY G MILLER / BRIAR SULLIVAN** / JORDAN D TAYLOR
 SCOTT CONROY / OWEN BRODOFSKE / JOSEPH B THIBODEAU
BRADY D WHITE / RICK CORMIER / LUCIEN CROTEAU
DOMINIC GÉNÉREUX / TYLER H BLAEDOW
 GERD BOODRAM / PATRICK MORRISON / KONSTANTINOS GALANIDIS
 BRETT MAJOR / BRYAN ROLFE-QUESNEL / KHALIL DWAYDAR
 GHASSAN MAHFOUZ / CONOR G MCLEAN / JOSHUA G PATAKY
 DARRELL K SNYDER / CAMERON S TODD / SHANE HOLDER
 CONNOR STEWART / DAWN HOUSE / LYNDA LANGEVIN

UNIQUE ROLES

Marc-André Lebel

As a Construction Foreman with the City & Commercial Division, Marc-André is in the unique position of being the direct link between the office and the field. His primary role is that of site supervisor. Being a team leader and communicator are crucial skills. Marc-Andre relies on his team to complete the construction, be it excavation, back filling, or asphalt paving. So, he is in frequent contact with the asphalt division, the quarry, and the Sewer/Watermain Division. Not only does Marc-Andre have to manage the Tomlinson employees and divisions involved in the project, he also has to liaise with the sub-contractors and external stake holders.

As the main point of contact for all of these individuals, Marc-Andre acts as first-hand problem solver. "This keeps me challenged on a daily basis," he comments. "I have to make sure I get all the important information from the office, and ensure the scheduling works so that we meet the milestones set by the project managers and estimators."

Some projects represent additional challenges such as high visibility involving major stake holders or media presence, tight schedules, or long hours.

Despite the challenges, Marc-Andre enjoys his role. When he visited his first construction site with his dad at age 5 he knew all he wanted to do was work in the field. He started as a laborer at Tomlinson at age 16 before moving on to a grademan position. Within 5 years he was promoted to his current role of construction foreman. He received all his work experience with the company and has found great teachers and mentors at Tomlinson. With the increased responsibility comes greater job satisfaction. "I love what I do because people get to use what we build, whether it's a new road or highway, a new building or an airport runway. I get to see the evolution of the project every day, from the first shovel taken out of the ground to the project completion. Our work is visible for years after completion and we're actually getting to build the city!"



Enterprise Resources Planning (ERP) Project Update

Since our last update in the summer edition of the Tomlinson Times, things have been very busy with the ERP project.

The summer was filled with the final three software vendors and the respective implementers (Oracle-JD Edwards/ISP3, Microsoft Dynamics AX/Avanade and SAP/illumiti) conducting detailed information gathering sessions to prepare them for their two-day Tomlinson-specific demonstration sessions. The information gathering sessions were well attended by our subject matter experts (“SME’s”). The SME’s provided excellent insights into not only our current processes but the processes we would like to see in a new ERP solution. The working meetings rounded out the information necessary to ensure the ERP vendors and the implementers would be able to demonstrate how their integrated system could work for our users and the advantages they bring to the table.

In late August, the ERP Selection Committee (Christopher Flann, Michael Clement, Bert Hendriks, Matt Blake, Mike Evans and Vince Siemens) and about 35 SME’s from operations and administration experienced each vendor’s two-day demonstration. The participants were able to see the integration capabilities of the ERP’s, interesting new items such as their mobility options in addition to some of their operational and management reporting capabilities.

Attendees were asked to provide their feedback on each of the vendors to the Selection Committee. This feedback was critical support in our decision making progress.

“TO ALL OF THOSE WHO ATTENDED AND PROVIDED FEEDBACK – THANK YOU!”

Upon careful consideration of the SME feedback, the Selection Committee has made a recommendation to proceed in the process with a specific ERP vendor. At the time of writing this, we are performing additional due diligence on the ERP vendor and integrator as well as reviewing varying contractual items. It is anticipated this process will be concluded prior to the start of 2017.

Want to know what happens next?

In the next edition of the Tomlinson Times, we are anticipating the announcement of the chosen ERP solution and implementation partner. If all goes accordingly to plan, we will provide an overview of the next steps in addition to the timing of major milestones as we kick-off the next major phase of our ERP implementation project.

Do you have questions or comments?

Send an email to the ERP Team at erpteam@tomlinsongroup.com

Electronic PAY STUBS

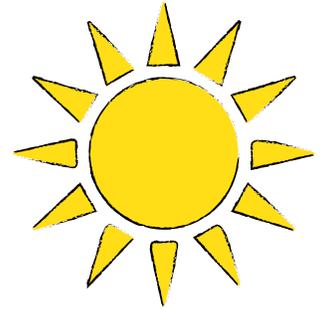
They end up in your drawer, in your glovebox or in some cases they are never even opened. What is it? Your paystub. In an effort to be environmentally conscious, while still maintaining security and privacy, we have started testing e-pay stubs. Down the road, these electronic paystubs will be emailed to you and are password protected. Right now, we are testing the

process with several different groups and we will roll it out to various divisions over the upcoming months.

This initiative was started based on the feedback we received from the employee surveys. So, thank you so much for your input. For those that asked for it, we hope it meets your expectations.

Calypso 2016

Tomlinson Summer Picnic at Calypso!



It was perfect weather this year at the Calypso waterpark on July 17th, where almost 950 employees and their families came out to have a fun day of waterslides, wave pools, and lazy rivers.

Many thanks go to Fred Shulz and Roxanne Ambo for putting this event together. And to the helpers we had to set up: Jason Shulz, Stephan Belanger and Jason Mounthey as well as the girls at the gate who helped get everyone through quickly: Marina Ferrero, Kaitlin Carmichael, Debbie Feeney, Emily Robinson, and Barbie Larizza. It was great to have Scott Dolson from Creo Marketing there to display some of the products we

have on the Tomlinson Red Army store and to give information on what we are carrying.

Everyone who came out had a wonderful time with their co-workers and families.

Tomlinson thanks you for all your hard work in making our business such a great success!



Fall Strategic Planning

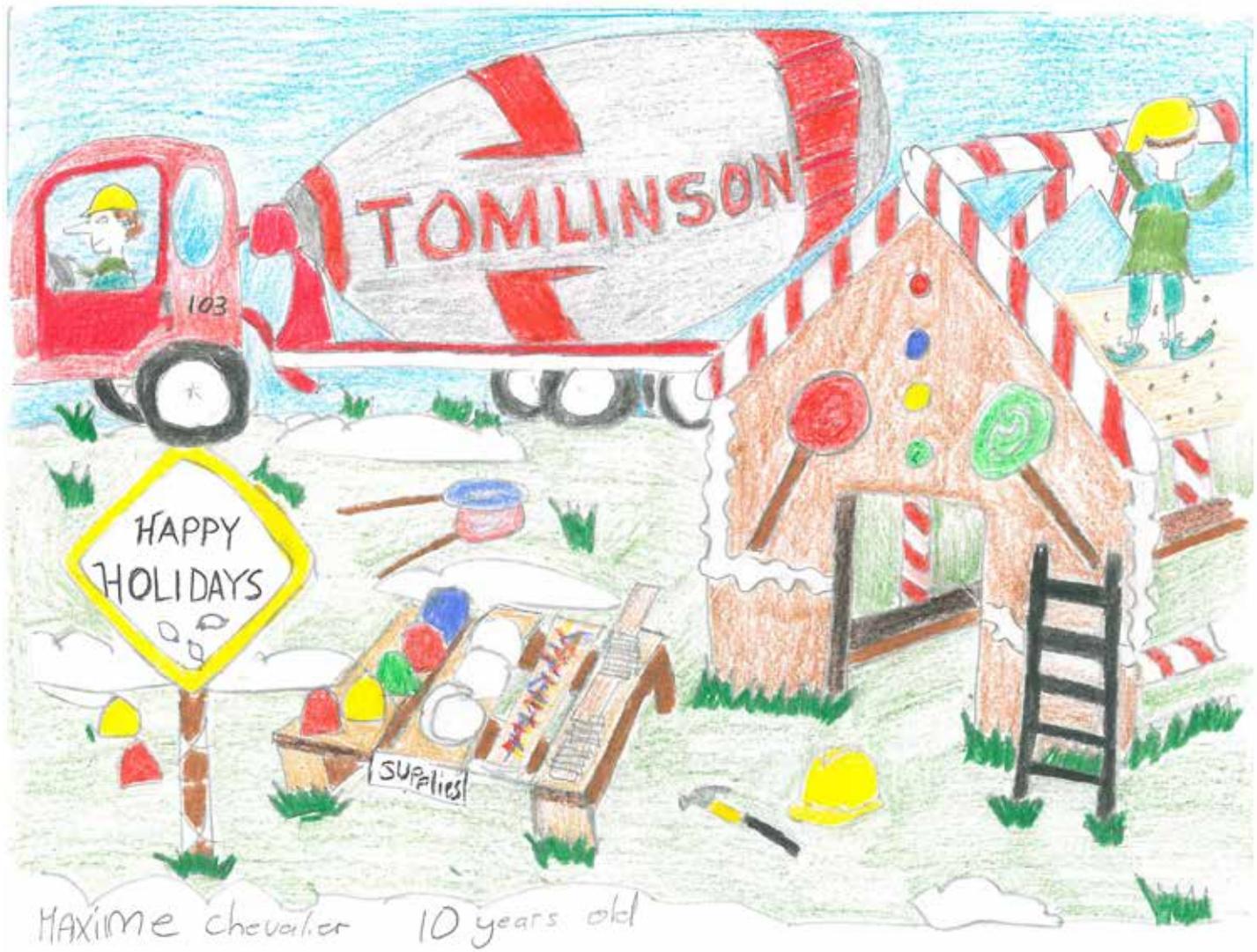
In late September we held our annual Leadership Summit. For this session, we brought leaders from our various divisions together to provide a business update, discuss our strategic initiatives and to build upon our leadership skills.

This year our guest speaker was Randy Pennington. As the markets continue to change for Tomlinson, Randy's message of "Faster, Better, Cheaper and Friendlier" rings true whether you support our external customers or internal ones. In order to

succeed in this environment we need to keep our focus on One Team. The strength of our team, our planning and our plus/delta debriefs with give us the toolset we need to make it over any wall, no matter how high.



Winner Of This Year's Christmas Card!



FALL Employee Discount

A few months ago we introduced our **Employee Discount Card**. This card provides employees discounts on a variety of products and services.

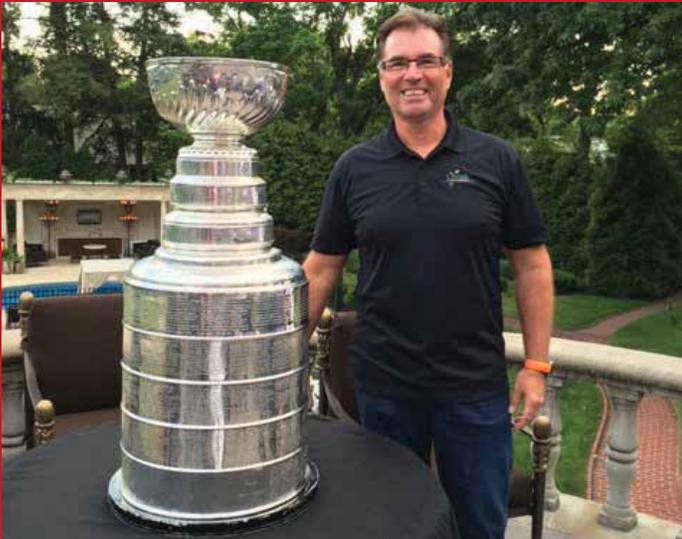
All employees are eligible for discounts on our own products and services. In addition to these discounts, we were able negotiate discounts for our employees with a number of our own customers and vendors.

The discounts vary per vendor, but some of the highlights are 10% off at Mark's, discounted home and auto insurance through Bradley's Insurance, 25% off plans with Telus, and 10% off at Milano's Pizza.

Employees should deal directly with the vendors regarding any questions, issues or concerns about the products or services.

If you didn't receive your employee discount card, please contact hr@tomlinsongroup.com and we will send you one.





KUDOS TO KURT!
 Congratulations to Kurt Meyer, President of Lystek, for winning the Cup Deux.

Congratulations to Clayton Ouderkirk Hall of Fame Inductee

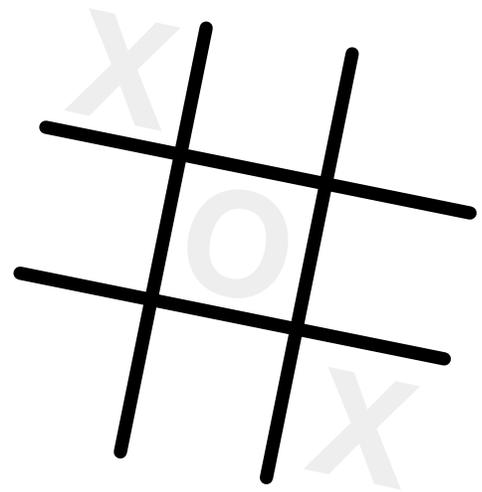
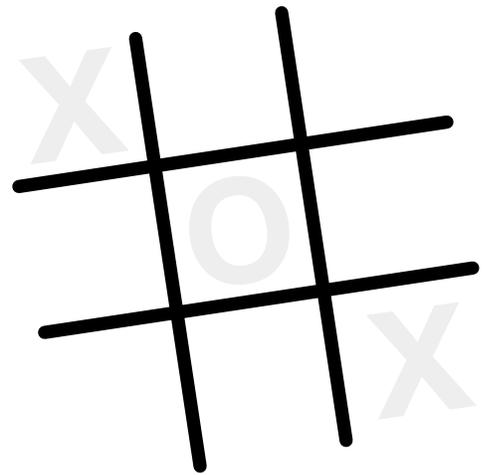


On Saturday, September 17th, Clayton Ouderkirk obtained the honour of a Sports hall of fame inductee at South Stormont hall. Clayton has been involved in minor sports for many years, playing and coaching sports at all levels with men and women including ball, broomball and hockey. He has won coaching awards and a national broomball championship. Greg Perry,

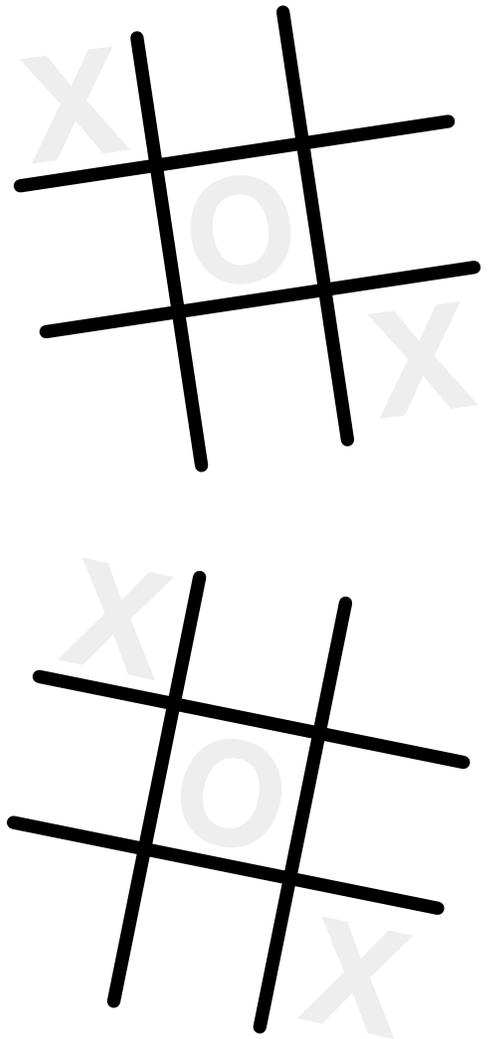
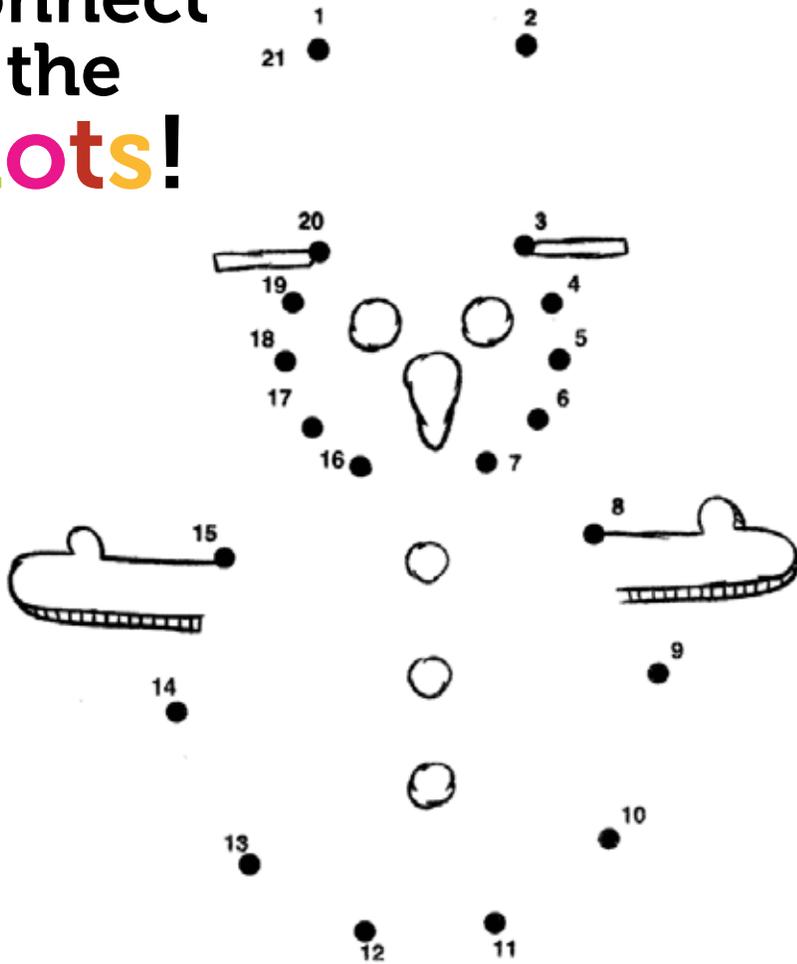
Deliverer at Tomlinson, expressed his congratulations, **“Thank you to Clayton for donating his time and molding kids to be better people. We are proud to acknowledge his accomplishments.”** Clayton attended the ceremony with his daughter and father.

KIDS KORNER

Show us your
colouring skills!



connect
the
dots!



spot the **difference!**
Can you find the five differences in this photo?



ANSWERS
1. Tomlinson truck is removed 2. Pylon is removed 3. Right base of bridge has disappeared 4. Rocks under bridge are gone 5. Building in background is no longer there!