

CORE VALUE



PEOPLE



TOMLINSON: THEN AND NOW

As we join our country in celebrating 150 years we take an opportunity to see how far Tomlinson has come in the last 60 years.

THE EARLY DAYS

Many employees are aware of acquisitions and mergers over the years such as Ontario Trap Rock, Cumberland ReadyMix, Amazing Waste, Greenbelt, Graydex, Lacombe, Scott Environmental, Colautti, and the list goes on. Let's look a little further back.....

In the early 70s, Beaver Asphalt, a Montreal company started to expand into Ottawa east and became a major player in the Ottawa market.

Over in the west end of the city, R.W. Tomlinson, owned by Bill and Ken Tomlinson had bought property on Moodie Drive. They licensed this property, and with equipment used at the Tatlock operation that was underutilized, they moved the crusher back and forth between Tatlock and Moodie quarries.

Tarcon, started by Bill Tomlinson, Ken Tomlinson, Jim Blake and Garry McLaurin was a company that did asphalt paving and concrete curbs and sidewalks. They named it Tarcon because of the abbreviated form of Tar and Concrete. Initially, their jobs were small, completing driveways and parking lots. Then, they won their first overlay job with the City of Ottawa — in order to complete that job they bought an asphalt plant and put it at Moodie Drive quarry.

Now, they were in the asphalt business, which helped promote the sale of stone since they were their own customer.

R.W. Tomlinson and Tarcon were primarily serving the west end of Ottawa. With the Moodie Drive asphalt and quarry operations running well, R.W. Tomlinson was looking to expand to an east end location to make themselves more competitive in that market. In 1988, Bill approached Beaver Asphalt and negotiated to buy their Ontario assets. We named the new business Beaver Road Builders. The word in the industry was that the new owner had "bit off more than he could chew". Bill Tomlinson actually received phone calls telling him that he was going to go broke - this just fueled a fire to prove all of the naysayers wrong.

Beaver Road Builders came with experienced crews, equipment and the Rideau quarry and asphalt plant. Beaver Road Builders expanded by acquiring O'Learys and LeBlanc's asphalt plants, who were asphalt companies in the 80s.

Shortly after the assets purchase, we hired Bert Hendriks as the first General Manager of Beaver Road Builders and he played an integral role in the growth of that business. It was under the leadership of Bert and his innovative redesign of the asphalt plant, which resulted in winning the first



MESSAGE FROM THE CEO

CORE VALUE: People – Attracting, developing and retaining the best people.

It is with great pleasure that we get to announce that we have purchased Dufresne Piling Company. As many of you have heard me say, almost anyone can buy equipment, but it is the people that are important and help us build for the future. The group at Dufresne brings us the strength and technical experience on deep excavations, piling and shoring. These services round out our abilities to compete on many projects, including the Trillium and Confederation Light Rail projects.

If we step back in time, I remember the story of my Grandfather Ralph. I thought I would share it with you, so we can see how things continually change. Going back over 50 years, Hugh M Grant was one of the largest construction contractor in Ottawa during the 50s and 60s. Hugh bought Dufresne Well Drilling in 1967 and transformed it into a piling company.

My Grandfather Ralph worked at Grant's on nights as a mechanic and used any extra money he had to buy his first truck. He used that truck during the day (yeah, we worked 24 hours a day back then too) and that is how Tomlinson began!

So, you can imagine how surreal it was for me on July 18, to stand in front of the Dufresne employees when we announced the acquisition and explain how their family is joining ours.

Eventually, Hugh sold Dufresne Piling to Leonard Graham and Cameron Unsworth, and when Grant's fell into financial troubles, Dufresne took on many of the people, assets and some of their market position. Later, Leonard purchased the remainder of the business from Cameron, eventually, Tray, his son, took over from his father.

This brings me back to 2017 – there are always changes happening. The changes we make today at the company are more calculated. Now we take the time to look at the market realities, key opportunities, and industry threats. We focus on where we need to build strength as an organization and where we want to be in the future. Then, we can set our strategy to achieve our goals. We have a vision for Tomlinson – we will become the strongest transportation infrastructure and environmental services company in Eastern Canada!

< CONT'D FROM PAGE 1

"Paver of the year Award" in Ontario in 1992. In addition, the new Beaver Road Builders, in partnership with the MTO, tested and developed a new PG Grade asphalt and ultra-thin asphalt used on Bank Street. One project they did was to build a tunnel under St. Joseph Boulevard using only hand tools and a crew made up of all "Foreman" during the winter months.

Compare that with a very different experience today of the large, skilled team who is building the Combined Sewage Storage Tunnel (CSST) - a project with a total investment of \$230M over three years. The CSST will be 6.4kms in length, 3 metres in diameter and has the capacity to divert over 43M litres.

Over a decade later under the leadership of Ron Tomlinson, who was General Manager at R.W. Tomlinson at the time, the strategic decision was made that in order to expand our capabilities, break down silos of the three separate companies and strengthen our business we should amalgamate R.W. Tomlinson, Tarcon and Beaver Road Builders. On January 1, 2001, Beaver Road Builders and Tarcon ceased to exist and a new era for R.W. Tomlinson began with Ron Tomlinson as the new President. At this point, the Tomlinson family held 100% ownership of Tomlinson and still do today. This has helped us gain competitive geographic coverage over Ottawa and Eastern Ontario.

With this three-way merger, one of the biggest hurdles was to overcome employee uncertainty. At that time, there were many, many changes that kept coming. We put in place new timesheet submittal processes and job costing, we added new computer systems, started a small structures division and changed people's roles and responsibilities.

Looking back over the years, there were always lots of changes, risk taking, innovative ideas and chances taken. We were constantly evolving to reduce our production costs and improve our efficiencies. We were making changes to improve upon our quality products through our own lab testing to make a consistently high quality stone and asphalt.

When RW Tomlinson bought Beaver Road Builders the MTO rating was \$2,000,000 maximum with only \$700,000 maximum for structures. For many years, the total work load was up 22 million dollars, now we bid single projects that are higher than that amount. Now we are part of a team that qualified to bid a \$2,500,000,000 project for the Light Rail Transit expansion.

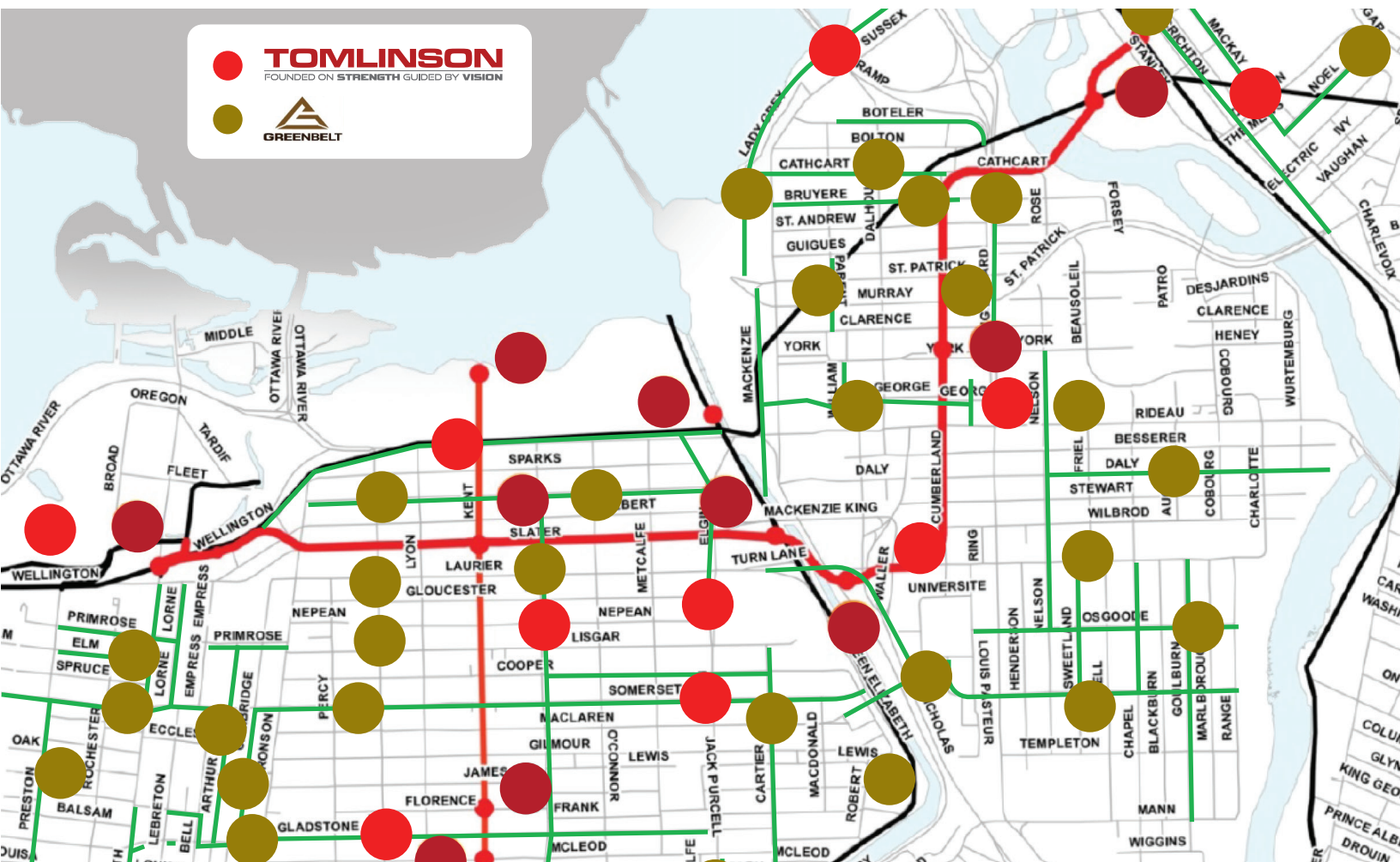
Yes, there has been a lot of changes over the years with a lot of great crews. This ever-expanding team has helped build the infrastructure below and above grade that Ottawa moves on. With innovation, hard work and great people, Tomlinson has become a top player in Ottawa, with a new phase of international partnerships just on the cusp of the next phase of Tomlinson. I look forward to seeing the changes and challenges that will bring. We have come from projects in the \$1000s to now being in the billions of dollars, we have built a company that others want to partner with to be successful.

With more to come in the next issue and how we've grown the environmental business.....

OTTAWA'S UNDERGROUND WATERWAYS

Thousands upon thousands of people walked around the downtown area in Ottawa for Canada Day to help celebrate the 150th. I wonder if any of them thought about what they were walking on, more specifically what was flowing underneath their feet.

This map shows just some of the sewer and water mains that our underground teams have been responsible for placing over the years. Some of the infrastructure in the downtown core was put in place almost 150 years ago, some just 150 days ago. We are proud to be a part of that next 150 years of keeping the underground waterways flowing.



Jim Forbes (left) and **Bill Sanders** (right) of OTR along with Paul McCarney met with Canadian Embassy officials and USA State reps to tell the OTR story.

No to Trump's "Buy American" or "Border Tax".

TOMLINSON QUALIFIES

for Confederation Line Extension RFP and submits Trillium Line RFQ

Following our success with Stage 1 of the city's Light Rail Transit (LRT) project as a subcontractor, Tomlinson has made two submissions in response to Requests for Qualification (RFQ) for extensions to the Confederation and Trillium Lines. This is the first in a two-step application process, the second being the Request for Proposal (RFP) stage. On June 15th we were notified that we have qualified to submit an RFP for the Confederation line. This is awesome news for Tomlinson.

STRATEGIC FOCUS:

These projects are the biggest the city has yet to undertake and represent significant potential for Tomlinson. As a result of Senior Leadership Team Strategic Planning sessions and as a response to significant changes in the construction market place, we are pursuing more works by way of the Alternative Delivery Project style than conventional bid-win.

In total, the city is dedicating \$3.5 billion for Stage 2 LRT, with approximately \$2.5 billion representing civil, rail and building/station construction..

TEAMWORK:

The leadership team spearheading these Alternative Financing Projects (AFP) is made up of Paul McCarney, VP Business Development, Ted Sewell, Proposal Writer, Russ Perry, Manager of Heavy Civil and recently-appointed Manager of Major Infrastructure Projects, Wayne Newell.

Wayne worked for 31 years with the city in infrastructure services. He brings his experience on the other side of the table as a 'buyer', to these partnership-based submissions. "Tomlinson has a proven track record with the city and we've grown a strong network here," Wayne comments. "These projects represent significant infrastructure developments and this is a chance for the company to take it to the next level." The establishment of new business partnerships and the preparation of the RFQs require significant buy-in from Tomlinson shareholders, the President, the CFO, the SLT, as well as multiple people within the Tomlinson group. Wayne reports to Russ Perry, Heavy Civil Manager, as a significant portion of future works will be completed by this division. During the RFQ preparation stage, Wayne worked closely with the proposal pursuit team. Once qualified by the city, the RFP team will be expanded to include experts from the Sewer / Watermain division, city and heavy civil divisions along with pits / quarries, asphalt and Ready Mix, Quality Control and Health and Safety groups.

The success in winning at both the RFQ and RFP stages revolves around the ability of people to come together quickly and work effectively as a team!

CONFEDERATION LINE EXTENSION:

Tomlinson responded to the first RFQ, along with equity partners Ferrovial & Colas, on May 19 for the Confederation Line Extension Project (east and west). "This is an exciting time for Tomlinson as we work collaboratively with our partners, designers and sub-contractors on creating a winning proposal on a local P3 (Public Private Partnership) project that will re-shape Ottawa," says Kevin Cinq-Mars. "The preliminary estimated cost for the City is \$2.5B. It also reflects the Tomlinson core values of Teamwork and Excellence as this endeavour taps into the strengths of Tomlinson employees within many business units."

The project will extend the LRT service from the western terminus of the Confederation Line at Tunney's Pasture Station to Baseline and Moodie Stations, adding an additional 14.5 km of service. The Project also includes the eastern extension to the Confederation Line which will extend the service from the eastern terminus of the Confederation Line at Blair Station to Trim Station, adding an additional 12.5 km of service.

The extension, slated for completion in 2022 (East) and 2023 (West), would represent approximately \$2 billion worth of construction work, Tomlinson's biggest pursuit yet. The work would involve several of Tomlinson's divisions, including heavy civil construction, highway widening, tunnel work, sewer / watermain, and paving.

TRILLIUM LINE EXTENSION:

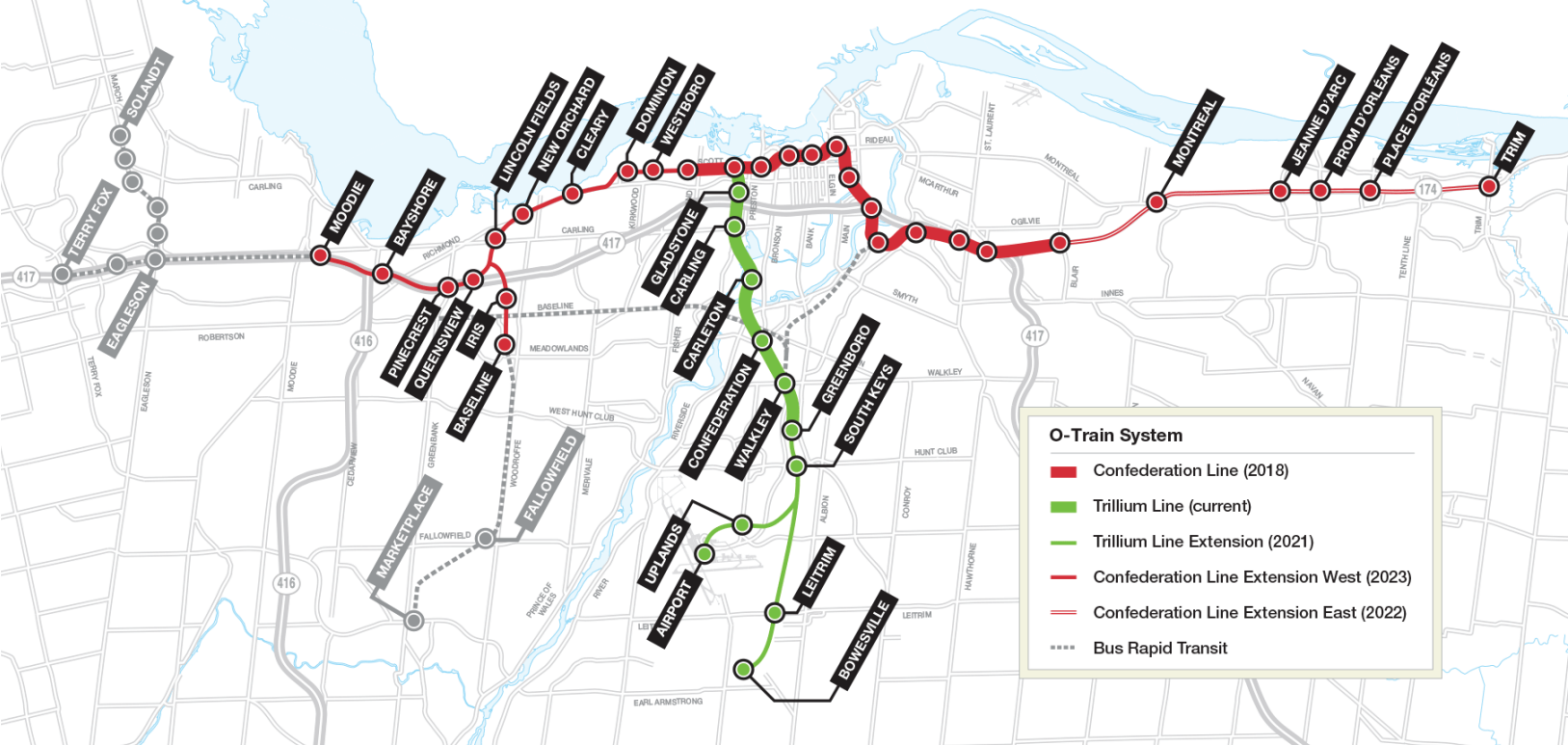
On June 20th Tomlinson responded to the RFQ for the Trillium Line Extension, in partnership with Colas & Plenary. We have just learned that we have also been shortlisted for the RFP stage for this part of the project. This Extension Project runs South of the city. It is an 8 km extension of the existing single-track, diesel powered line from the present terminus at Greenboro station to Bowesville station, two new stations on the Existing Trillium Line, and a link to the Ottawa Macdonald-Cartier International Airport.

The city plans to award both contracts by Q2 2018, with construction starting later in 2018.

Confederation Line **WEST**

Trillium Line **SOUTH**

Confederation Line **EAST**



Centralized Operations Department: **A NEW TEAM IS BORN**

We have been talking about a Centralized Operations Department for several years as most of us in operations have witnessed the inefficiencies and frustrations when different divisions of the company work in silos. The end result was that our own resources were being under-utilized and many third party rentals were being used when our own equipment was available.

After many best practice meetings with subject matter experts from the Tomlinson Group, a Central Operations Department, although in its infancy stages, is being put together. The steering committee has laid out a roadmap for 2017 to achieve this. One major step was to move personnel and combine them at Tomlinson Sewer / Watermain to work with Lyall Steele. Roles and responsibilities for all floats have also been shifted. Lisa Pierunek is now the float dispatcher. She is responsible for the movement of all equipment in the Tomlinson group and utilizing these floats to reduce as many "dead head" miles and third party rentals as possible.

Mike Mohr and Lyall Steele are in the process of looking after the co-ordination of the four fuel trucks in terms of setting up routes so that fuel truck drivers from the different divisions are not showing up on the same jobs. They are also attempting to co-ordinate with Stores to combine deliveries.

Steve Dumouchel, the Tomlinson equipment dispatcher has moved to Sheffield Road to join Lisa and Lyall and will be learning the Tomlinson Sewer / Watermain dispatch so that he will eventually look after the dispatching of all the heavy iron.

OTHER DEVELOPMENTS INCLUDE:

- Hiring a co-op student who is reviewing and writing up all of our standard processes (in place since May 1)
- Amalgamating the Tomlinson Sewer / Watermain, former Colautti and Tomlinson stock yard up to the stores
- Bringing over the Tomlinson Sewer / Watermain yard man (Gary Como) to help in the yard, which has proven very successful
- Adding a delivery truck dispatcher (John Gibson)
- Combining the delivery trucks, which adds two to the fleet

Remaining actions from the 2017 roadmap include streamlining core tools and the schedule.

"All in all we've had some good progress this year and I'm sure we'll reach our 2017 goals," says Chris Kollar, Equipment Manager.



P R O J E C T BEDROCK

.....HAS OFFICIALLY STARTED!

With more than 25 submissions on the name for our project, Adam Hendriks' suggestion was selected at our project kick-off.

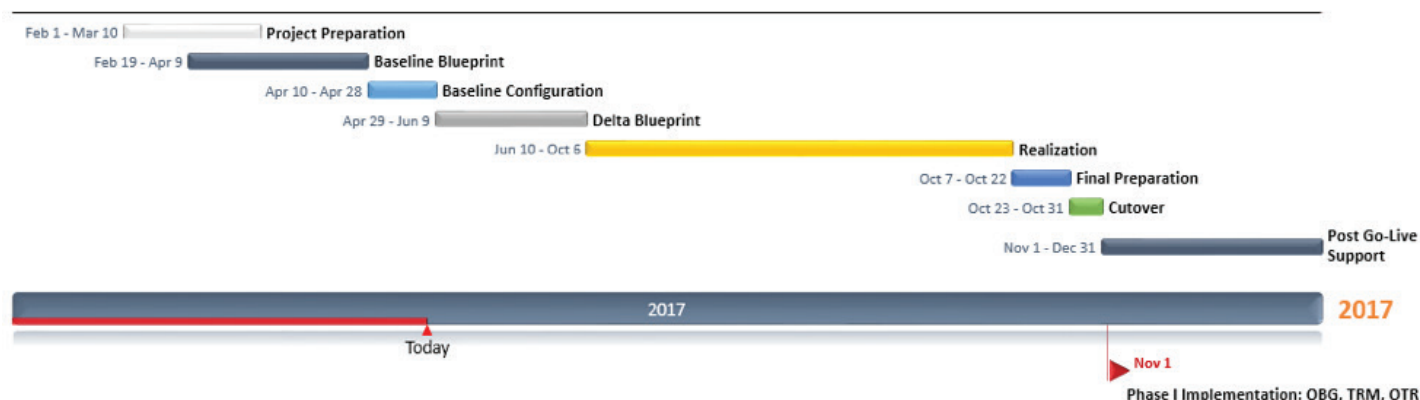
On May 1, 2017, we officially kicked off our SAP S/4 HANA implementation project. The opening session was attended by the Tomlinson Senior Leadership Team, the Tomlinson Subject Matter Expert ("SME") Team and the Illumiti Consulting Team. With opening remarks from Ron Tomlinson, Kevin Cinq-Mars and Christopher Flann, the extended implementation team was given an overview of where the project is going and how we will get there.

What does the plan look like?

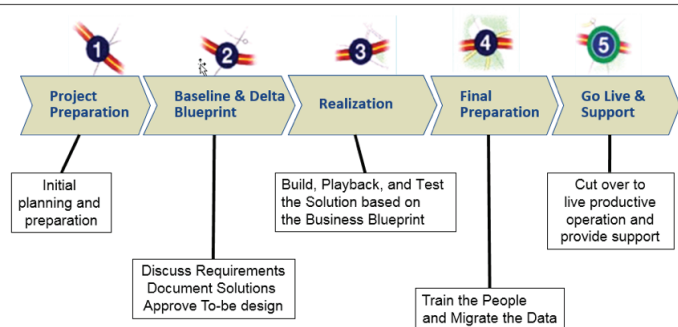
The first businesses to implement SAP S/4 HANA will be Ottawa Greenbelt ("OGB"), Tomlinson Ready Mix ("TRM") and Ontario Trap Rock ("OTR") on November 1, 2017. To get to our November 1 implementation date, the team will be busy!

As of the writing of this article, the team has just completed the Blueprint Phase of Project Bedrock. This first significant milestone is a critical one. To get there, the team spent several hours together assessing the needs of the Company and determining how these will be implemented with SAP S/4 HANA. In the end, the team produced 46 Solution Building Block documents that will be the basis for heading into the Realization stage of the project.

Implementation Timeline



Project Phase Overview



What is coming next?

During the Realization phase, the team will finally get to see the Tomlinson solution in SAP S/4 HANA and ensure it meets our needs. The theoretical discussions of what we would like and how it will be done will be behind us. The SME's will continue to learn and grow in our solution in preparation for providing the training and guidance to the end users prior to November 1st.

In the coming weeks, we will make our final decision on our mobility platform – Android or iOS. This, too, will be a significant change for our organization and one we will not take lightly.

Next time, we will give some insight as to the look and feel of our solution and provide an update on our progress.

Do you have questions or comments?

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

MY LANDFILL AND OTHER ANIMALS:

PETER MCCULLOCH, A.K.A. ANIMAL RESCUER

With a Core Value of being Environmentally Conscious, it's no surprise that Tomlinson works hard to ensure the Arnprior Landfill does not negatively impact the surrounding wildlife and vegetation. However, Peter McCulloch takes this core value one step further. An increase in recycling means the landfill site receives half as much garbage as eight years ago and is considered one of the cleanest sites in Ontario. These business practices are laudable, but it's what Peter does to protect wild animals which is exceptional.

"There used to be practices such as firing shots or fireworks to discourage birds and animals from being near the landfill," explains Peter. "But the authorities don't do that anymore. As a result I notice more and more seagulls, turkey vultures, crows, ravens, starlings, coyotes, snakes and raccoons than before."

As the manager of the site, Peter is responsible for all the day-to-day operations. He started noticing birds getting caught in fishing lines and debris. Whenever he came across one, he would stop his work and free it. One day, as he tried to rescue another seagull he noticed its wing was broken. He took it home to his animal-loving partner and they reset the wing. They took the bird to the local bird care centre, where they took an x-ray to confirm the break. They applauded Peter for having taken the appropriate steps. Since it was winter it was too cold to release the animal so the centre kept the gull for five months and released it in the Spring. "I must have rescued 8 or 9 seagulls that have gotten caught in wire," says Peter.



Not every bird is so accepting of Peter's charity though. When he discovered a turkey vulture with debris in its throat, Peter's instinct was to remove the debris and comfort it. The bird played dead but as soon as Peter loosened its grip it darted into the woods. It was obvious to Peter its wing was broken so he captured the bird again. Luckily for Peter he was wearing his protective work gloves because the bird vomited on him. Peter explains, "Each bird reacts differently to help. Seagulls don't like to be handled, ravens accept help and turkey vultures play dead then puke. They're not that hard to catch but it's a stinky process!" This bird's injuries were too complex for Peter and his partner to resolve so they took it to the bird centre which cared for it.

Peter has also found a raven with a rabbit snare wrapped around its neck and wing, a raccoon and snakes. One winter he was plowing the snow early one morning when he noticed an orange speck in the snow bank. When he got closer he realized it was a cat. It had been there overnight and was frozen in the snow. Peter had to chisel around him to free him. He took the cat home and nursed him back to health. Another time he found a severely malnourished cat amongst the mattress and wood piles in the landfill. It took six months for the cat to regain full health.

Peter's environmentally conscious approach means that he and his partner now share their home with two dogs, five cats and two house pigeons, several of whom were rescued from the landfill!



Tomlinson Development Corporation:

TEAM UPDATE

With several personnel changes recently, Tomlinson Development Corporation is well positioned to pursue strategic partnerships in the city. **Rob Pierce** became Vice President, Planning and Development in January. In addition to securing approvals for Tomlinson's pits and quarries, the division leases space at its real estate holdings in Hawthorne Industrial Park and Brickyards, and has developed partnerships in residential subdivisions like Pathways at Leirim (Remer Lands) and Whitetail Ridge (Almonte).

"We're looking to secure strategic partnerships with real estate developers throughout Ottawa for residential, commercial or industrial developments," explains Rob. "The prime focus is on collaborations where we can use Tomlinson's integrated services and experience to benefit our partners - services like Tomlinson Environmental or Ottawa Greenbelt Construction for example." One such project is Pathways at Leirim where Ottawa Greenbelt Construction will be doing the subdivision servicing later this year. This is also the case at the Richard Village Development Corporation partnership, a new residential community in Richmond also to be serviced this year. At Whitetail Ridge in Almonte, the development partnership is looking for builders to buy lots in the second phase of development.

MAKING ALL OF THIS POSSIBLE ARE SOME KEY MEMBERS OF THE TEAM:

Leonard Patter joined the TDC team at the end of May in the role of property manager. Leonard brings over 20 years' experience in property management, most recently with Uniform Developments. He has previously worked with a number of big names in property management including Controlex, Rio Can, and GWL. He will be the main point of contact for any building or property management related issues (e.g. ready mix plants, MRF facility), and will also be a key player in the office move to CORE and commissioning the new building.

Craig Bellinger was recently promoted to the role of Environmental and Land Project Manager. This role recognizes the increased scope of work and responsibility Craig is now handling. Craig recently gave a presentation on the Aggregate Resources Act to a committee of MPPs at Queens Park. As a Tomlinson representative with OSSGA, he was there to share Tomlinson's perspective on upcoming changes to the act. Some of Craig's environmental responsibilities include: staying abreast of endangered species legislation and environmental regulations; working with regulatory authorities and consultants; ensuring Tomlinson's sites are aware and complying. In addition, Craig has been active in land acquisitions and negotiations, completing acquisition due diligence, managing planning and licensing applications, and has been very helpful to TDC with his depth of corporate knowledge.

Shelley Vinters recently transitioned into the new role of Project Administrator, Real Estate. In this position, Shelley assists TDC with real estate research, leasing administration for both new and ongoing leases for the large number of properties that are owned by the Tomlinson Group of Companies, and real estate and lease marketing. Shelley has also been helping with property management over the past five months. A major part of her work is also assisting with the new CORE completion and move.



L-R CRAIG BELLINGER, SHELLEY VINTERS, LEONARD PATER, ROB PIERCE

Lystek Wins Wastewater Technology & Company of the Year Awards

for its Market Leading Solutions in Biosolids Management

On June 22, the 6th Annual Water's Next Award ceremonies were held at the Sheraton Centre Hotel, in Toronto. As part of the proceedings, Cambridge-based Lystek International was presented with two national Water's Next Awards – the first in the Project/Technology – Wastewater category and the second for overall Company of the Year. The awards were presented to the company in recognition of their market-leading technical solutions, customer satisfaction and numerous achievements in the sustainable management of biosolids and organics.

"Lystek's innovative technology transforms by-products from wastewater treatment into higher use products, including energy, turning a problem into a resource. Lystek is a leader in the journey towards a circular economy, and we are proud to honor their accomplishments in exemplary customer service through our awards program," says Katherine Balpataky, Editor of Water Canada and Program Chair of the Water's Next Awards

Since 2010, the Water's Next Award program is the only national awards program to honor leadership and celebrate the thriving, national community and to showcase Canada's water leaders, champions, and innovators. Its purpose is to recognize individuals and companies that successfully work to change the way we treat, and protect, our valuable water resources.

"On behalf of our entire team at Lystek and our parent company, the Tomlinson Group, we are extremely honored to accept these prestigious awards. It is further rewarding to be recognized alongside all of the finalists in both of these categories, all who are doing amazing work to advance the responsible use of water and wastewater, not only here in North America, but around the world." Kevin Litwiller, Director of Marketing & Business Development for Lystek.



L-R: KURT MEYER, JACQUELINE HO, KEVIN LITWILLER, AJAY SINGH, RICK MOSHER, WARD JANSSENS (ALL LYTEK) PLUS: KATHERINE BALPATAKY (HOST & EDITOR OF WATER CANADA AND PROGRAM CHAIR OF THE WATER'S NEXT AWARDS) & IRENE HASSAS (PRESENTER)

TOMLINSON SEWER / WATERMAIN: UPDATE ON THE COLAUTTI INTEGRATION

Since the sale of Colautti to Tomlinson on January 31, 2017 the integration of the Colautti team into Tomlinson has been progressing quickly. On March 28 and 29 the Tomlinson Sewer / Watermain team moved from Albion Rd to the Sheffield Rd offices, most administrative changes are complete and many procedural adaptations are underway. "This is the fastest integration I've been involved with in the last few years," says CFO Christopher Flann, Tomlinson Sewer / Watermain. "We've had an acquisition every year and the challenges for each integration are unique. With this one we have the most work completed and the most resolved at this stage."

PHASE ONE: ADMINISTRATION

Jian Le acted as facilitator for the weekly integration meetings and was heavily involved in the integration of finance, IT, fleet and licensing. Adam Hendriks was a key driver for change, and Simon Plourde, Nancy Mason and Lyall Steele were all instrumental in the integration. Christopher Flann helped Jian in leading the integration team. The first stage for any integration is administrative changes to things such as address, licensing (of vehicles and fleet), finances, IT (e.g. email addresses), sales (contact info), customer communication. Jian and Christopher, along with a dozen other representatives from Colautti, Tomlinson Sewer / Watermain and Tomlinson have been meeting weekly since February to update each other, assign tasks, and ensure key things are done in time. "It's certainly stressful making sure these changes happen, hitting deadlines while carrying on business as usual, but the team has worked well together," explains Christopher. The team has tried to manage expectations from employees, answer as many questions as possible, and make sure staff know who to go to.

PHASE TWO: PROCEDURES

With administrative updates taken care of, the team has now shifted its focus to the more complex and slower stage: changes to processes and procedures. These largely fall into three categories:

- Personnel: organizational structure, roles & responsibilities, best practice
- Field/data capture
- SAP

Tomlinson has a manual on the steps to follow, but each integration is unique depending on the industry and the particular expertise of the company which was acquired. The team is looking at questions such as: how do we estimate and manage a job; what IT systems are best; what does a project manager do; what is an estimator's role? "This phase can be challenging," Christopher explains. "The previous companies were competitors with pride in their own history, culture and processes, some of which were very effective. In fact, it was Colautti's success which made us want to acquire it. You have to combine two ways of doing business and that could lead to frustration and confusion."

This is the stage where Tomlinson tries to take the best from each company and combine them to create a new best practice. For example, Colautti were more adept at job costing – their projections were more complex, with more accurate tracking of costs. They had a dedicated estimation team whereas Tomlinson Sewer / Watermain used a hybrid model where estimators also worked as project managers. Tomlinson is now utilizing a specialized team of estimators to allow project managers to focus on their expertise.

Tomlinson Sewer / Watermain, on the other hand had already begun rolling out advanced field/data capture technology. Foremen are using computers to track time, labour, and production. This is less labour intensive, produces fewer errors and provides foremen with more accurate data. This technology will be implemented across the company.

The move to SAP represents another area of integration. Tomlinson Sewer / Watermain is one of the first divisions to adopt SAP (in November 2017) so now that includes previous Colautti employees too. A dedicated team has been working on designing and testing the software and in the Fall they will move onto implementation.

With the administrative phase complete and procedural changes well under way, Tomlinson is in a good place. "There are many benefits to this acquisition," says Christopher. "We now have lots of experienced, more senior personnel in the field (from Colautti) who can train more junior staff. 2017 is a year of change, a year of pain, a year where Tomlinson Sewer / Watermain rebuilds itself. But come 2018 we'll be well positioned for increased production, efficiencies and customer service."

HEALTH AND SAFETY UPDATE: The Colautti Integration

Having recently joined Tomlinson from Colautti, Rhys Densmore shares his perspective on the integration as a Health & Safety Officer.

“While Health and Safety was always a priority at Colautti, it was a smaller, privately held company meaning we had to be prudent with every decision. There’s always a cultural challenge when integrating two companies, but with Tomlinson, Health and Safety is a Core Value. Management genuinely cares about every single worker and it shows in the policies and procedures.”

Joining a larger organization with greater resources has brought great benefits for Rhys. “Previously I was the only Health and Safety Officer, now there are five of us. I have more support, I can bounce ideas off people in similar situations. Also, many of the Tomlinson staff already know what works and what doesn’t, so it’s quicker to get ideas off the ground and I don’t have to reinvent the wheel.” With established procedures this means tasks like ordering equipment is easier and quicker.

As well as a larger team, Tomlinson has developed an extensive base of training resources. “Tomlinson has a lot of internal training

programs, like Leadership, First Aid, Orientation and we’ll be adding Working at Heights. Tomlinson has a great base of tried and tested external trainers and courses, alongside the in-house programs.” Another resource which Rhys finds invaluable is the advanced tracking system and metrics.

When it comes to integration it can be a challenge combining two different company cultures with their own procedures. “Something which is helping to integrate the teams is the application for Certificate of Recognition (COR). We had begun this process at Colautti and Tomlinson was farther down the road, so this gave us common ground. COR provides a template and management system for Health and Safety, so both teams can look to implement these new practices. Health and Safety is an investment in a company’s most valuable resource, its people, and the decision to pursue COR shows Tomlinson’s commitment to Health and Safety.”

Overall, the integration is proving a success and the team is focused on achieving COR. “As we continue to advance our health and safety culture we will ultimately contribute to the ongoing prosperity of the Tomlinson Group.”



From left to right: Adam Hendriks, Bernie Ingimundson, Kevin Bessy, Jian Le, Jenna Mouland, Simon Plourde, Warren Scherr, Nancy Mason, Katie Wayte, Lyall Steele

Going Deep in The Nation's Capital

A difficult sewer design in a challenging location near the historic Rideau Canal required many safety and planning considerations by Ottawa's Greenbelt Construction

Gilmour Street, located south-southeast of downtown Ottawa, runs through the area of the nation's capital called Centretown. It's mostly residential with some businesses mixed in, and is situated between the Ottawa River and the historic Rideau Canal.

The area is somewhat flood prone, a problem that has been evident for decades – the city received hundreds of reports of flooded basements in the area over the past 30 years. To alleviate these issues, the city undertook an environmental assessment in 2006; the process found numerous ways in which infrastructure could be updated to help reduce the potential for flooding.

One of the key points of that project included construction of a new trunk sewer along the eastern end of Gilmour Street. A stretch running three blocks from Elgin Street, a busy north-south corridor, and the Queen Elizabeth Driveway, another busy route that runs along the Rideau Canal, was determined to need the new infrastructure to collect flow from smaller pipes and aid in increasing drainage.

While the sewer project itself had its challenges, the big problem came at the east end: connecting the new trunk to a larger, and deeper, existing trunk next to the Queen Elizabeth Driveway. The contractor – Ottawa-based Greenbelt Construction – had to take on a job that was not only difficult, but required plenty of consideration when it came to safety of its employees.



DARRIN ALBERTY

"The contract was to replace the sewers and water main along Gilmour Street; that is a trunk sewer that, at the outlet end, had to tie into an even deeper trunk sewer," explained Darrin Alberty, project manager with Greenbelt. "We had to dig a deep shaft to construct a large manhole, that then would flow into the collector sewer."

Getting The Project Off The Ground Quickly And Safely

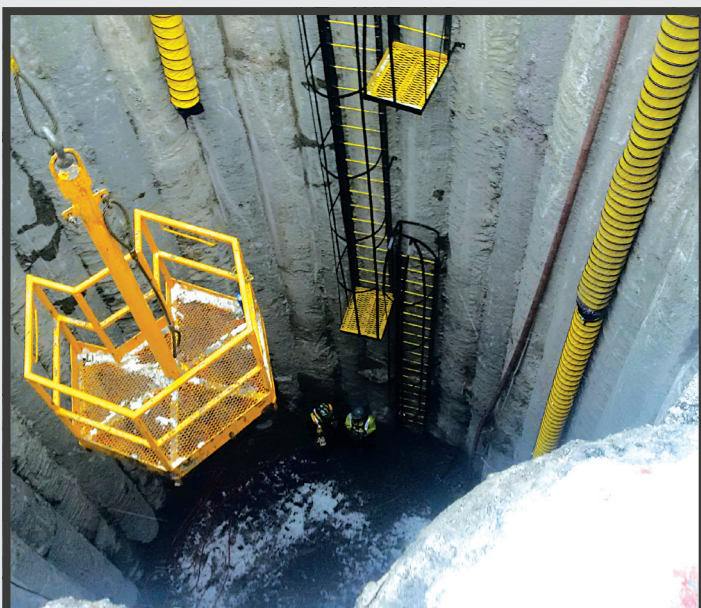
Work began on the contract in spring of 2016 – with a deadline to complete the shaft, the most complicated part of the job, by June, and bonuses attached to the completion date.

"It was very rushed... it was very heavy on the planning and project management side of things," Alberty said. "We wanted to get the project off the ground quickly and safely."

Gilmour Street was chosen as the most direct approach for a new line to connect with the existing sewer at Queen Elizabeth Driveway but the residential area was a challenge for Greenbelt in managing public impact.

"Residents were very concerned from the very get-go, from the time the city started designing this project," he said.

Building a deep sewer line along Gilmour provided a few issues, especially when it came to work occurring close to houses. Alberty said the company had to come up with some shoring solutions to ensure the trench was stable and there was no movement of the land under the houses.



A seven-metre-diameter secant wall, with caissons drilled to the 15-metre depth and filled with concrete, left a circle of concrete columns, allowing the shaft to be dug out.

Working in land operated by the National Capital Commission along the Rideau Canal was also part of the challenge. Not only was Queen Elizabeth Driveway affected but there were bicycle paths and other considerations in the area around the waterway.

The deep shaft, however, was the biggest challenge in terms of planning, execution and safety.

"We haven't done many of these shafts – we build drop manholes all the time, but not that deep," Alberty said.

The plan to connect the two sewers was to construct a shaft seven metres in diameter and 15 metres deep as the target of the Elgin trunk line.

"The shaft was used for two reasons. First, we had to use it as a launching point for a small tunnel to get to the collector sewer... and then we constructed a sewer from that collector back to the shaft," Alberty described. "Inside the shaft we built a cast-in-place manhole."

The shaft was constructed as a seven-metre-diameter secant wall, in which caissons were drilled to the 15-metre depth and filled with concrete, leaving a circle of concrete columns. From there, the shaft was dug out.

"We were able to use traditional excavators to get down to a certain level, but then the geometry of those excavators wouldn't work in such a small diameter shaft, so we had to use a different method, using cranes with skip buckets," Alberty described. "We used a small machine at the bottom of the shaft to load the skip bucket, which then would be lifted back up, dumped into a truck and go back down to be reloaded."

Dealing with a 15-metre hole in the ground is a challenge for many reasons, most notably moving workers up and down while keeping them safe and secure in an enclosed space.



Excavation at the bottom of the circular concrete secant wall shaft was done using a mini-excavator to fill skip buckets lifted out by cranes.

"We developed a site-specific health and safety plan, hired third-party consultants to come in and monitor air quality, and had regular health and safety visits," he described. In addition, the company designed its own ladder system to keep employees safe on the way up and down the shaft.

"Because it was a tight spot, we couldn't use a typical scaffold with stairs, so we had to come up with something that would fit into the space," Alberty described. The answer was a ladder similar to those used in emergency fire escapes on buildings, with a cage of sorts built around it; the intention was that if an employee fell backwards, they would be caught by the ribs. "It was very successful from a safety point of view," Alberty said. Once the shaft had been completed, Greenbelt tunneled to the existing collector sewer, about five metres, by hand, then cut into the line and built back into the manhole.

"Basically, you can envision that we have this new trunk sewer coming down Gilmour that enters this manhole at an elevation of about seven metres below the surface," he explained. "From there, the water just drops down the manhole another eight metres, and then flows into the collector sewer."

Project helps with planning Combined Sewage Storage Tunnel for Ottawa

In the end, the project was completed on time and safely, Alberty noted. It also proved to be somewhat of a dress rehearsal for a new challenge.

Ottawa is in the midst of constructing the Combined Sewage Storage Tunnel (CSST) project, a \$232 million project intended to reduce the amount of sewage overflow into the Ottawa River during storm events. It includes 6.2 kilometres of deep 3-metre tunnels, one north-south and one east-west, along with numerous even deeper shaft structures.

Greenbelt's parent company, Tomlinson, has partnered with Dragados to build the tunnels, and Greenbelt will be using the knowledge gained from the Gilmour project to complete some of the shaft work.

"I was able to build [the Gilmour shaft] and then see it constructed while we were estimating the CSST," he said. "Those shafts are probably twice as deep – 30-metre deep shafts, and some of them 13 metres in diameter. It really helped, as an estimator and project manager, to see this one underway while bidding that."

BY LEE TOOP, ASSOCIATE HEAVY EQUIPMENT GUIDE
REPRINTED WITH PERMISSION FROM HEAVY EQUIPMENT GUIDE

BRECHIN QUARRY: Celebrating six years of successful business

Tomlinson's Brechin Quarry has just celebrated 6 years since shipping its first load to a local customer on May 16th, 2011.

Originally a green field located about 100km from the Greater Toronto Area, Tomlinson applied for a license for extraction and began operating the limestone quarry. As an Ottawa-based company with no established customers in the GTA, this was a bold move, but one that has paid off. In the summer of 2009, a berm was built along Miller road from the soil that was removed from part of the quarry. That fall, the first blasts were completed, creating the sinker cut to the West of the property. Andrew Renia, Operations Manager, began the work of opening the site in 2009. He hired John Black in the spring of 2010 as the first quarry worker. That spring a team from Ottawa began crushing the sinker cut using the Lokotrack spread. The team used the crushed stone produced to build roads within the quarry and to build inventory.



BERNIE BAX

In 2014 the quarry shipped its millionth tonne. By now a dedicated portable plant had been purchased that would move within the quarry. Come 2015 the quarry was shipping enough material to warrant a full-time local production crew instead of the Ottawa team. Jeff Miller continued travelling to Brechin in order to oversee the operation until Shane McKibbin was later promoted to site foreman. Brechin Quarry was proving to be the success it had set out to be. That same year, they went into lower lift and were able to expand their aggregates to include asphalt grade materials.

Unlike the Ottawa-based quarries, Brechin Quarry services a much larger geographical area. The average distance of a customer is 90 – 100 km away. This means that the quarry has to open at 5am in order for trucks to arrive at a job site by 7am. Trucks can only make a maximum of four loads per day. There are four big rushes a day whereas the Ottawa quarries have trucks driving back and forth constantly, delivering loads every 30 minutes. If the Brechin Quarry shipped the same volume as a quarry in Ottawa they'd need six times as many trucks on hand!

A lot has changed since its launch in 2011. The quarry competes competitively with 17 quarries within a 20 km radius. It services 60 – 70 customers in the North Eastern GTA, providing 15 – 20 types of aggregate. "I'm immensely proud of the business we have built over the last six years, and the team who has made that possible," says Bernie. "From one location we are able to service many of Tomlinson's largest customers. And we have further to go. We're not at full capacity yet and we have reserve for over 50 years of business!"



In 2011, a scale house was built and the Stittsville crushing plant was moved to Brechin in order to increase production and further build inventory. A crew from Ottawa, led by Jeff Miller, Superintendent, travelled to Brechin to oversee these operations.

Bernie Bax joined as GTA Accounts Manager in 2011. He brought 25 years' sales experience in GTA and 8 years in dispatch prior to that. Bernie employed Dean Simpson, a dispatcher with local experience. "One of the things that attracted me was the challenge of building a business from scratch, with no customer base but a good product and a sound approach," explains Bernie.

Bernie used the contacts he'd gained over the years and began offering a dozen construction grade aggregates to local customers. By the summer of that year they had a 40,000 tonne order. To begin with, it was just the three staff members and a team of Tomlinson employees from Ottawa sent when needed to load and ship material.

VIDEO SHOWCASE

Missed Tomlinson on the CTV segment on Earth Day? Watch it here:

[HTTP://OTTAWA.CTVNEWS.CA/VIDEO?CLIPID=1103893&PLAYLISTID=1.3375068&BINID=1.1164511&PLAYLISTPAGENUM=1](http://ottawa.ctvnews.ca/video?clipid=1103893&playlistid=1.3375068&binid=1.1164511&playlistpagenum=1)



WASTE RECOVERY CENTRE: **TEAMWORK BREEDS SUCCESS**

In the Spring edition of Tomlinson Times we celebrated the WRC's one year anniversary and the impressive amounts of diversion and recycling it has achieved. This has been made possible in large part due to effective teamwork.

SHARING RESOURCES:

With three waste handling facilities at the site (CD Plant, Transfer Station, and MRF), Operations Manager, Rob Hall, decided to invest in cross training to allow workers from any area on site to fill in at the other areas. "There has been a lot of learning for everyone this last year," explains Rob. "We also have the three facilities doing business with each other daily to increase diversion, lower costs, and keep work within the Tomlinson Group. There aren't many facilities that are able to work together like ours does." The CD Plant recycles construction debris, the Transfer Station takes in waste and ships to landfill, and the MRF recycles blue box, black box, and electronics.

Some key long term employees have come over to Carp from the Springhill plant. Ian McDonald and Joseph Nsengiyumva have been a huge help in teaching everyone else the tricks of the trade at the CD Plant. Manpower is also shared with Springhill when needed to balance workloads.

There are three excavators and six loaders on site and when equipment breaks down or needs work, units can be moved around easily to keep the site running at full efficiency. Phil Gervais and new employee Phillip Irvin have both started as sorters for the CD Plant and have been trained on the equipment to fill in.

WRC has made a big effort to share sorting manpower between the CD Plant and MRF. Long time MRF staff Debbie Nesbitt, Matt Nicholson, Liz Wagner, and Brian Lewis have gone over to the CD Plant to help out. CD Plant sorters Ray Joly, Rod Harrison, Winnifred Spuehler, Nooncy Joseph, Mark Frost, April Jones, and Steven King have all come over to the MRF to help sort when needed. Employees are 'traded' like this a couple times every week.

COMMUNICATION:

Good communication is also vital on site. Stephen Fowles, the scale operator is in constant radio contact with CD Plant Spotter Kyle Stack, and equipment operators Kyle Norton, Shane Faubert,



Paul Sanders, Carole Suchy, Sean Grenier, Matt Nicholson, and Liz Wagner. All three facilities are aware of what is going on and can help out. Stephen has been much busier now with another plant operating. He has to keep track of three facilities that all have unique inbound and outbound materials, and do business with each other. "Stephen did not know anything about the operations of a CD plant until WRC opened," Rob says. "He has made an additional 15,000 scale tickets in the last year as a result of a new facility opening up. He has learned a lot!"

SITE SUPERVISORS:

Scott St. Michael (for CD) and Doug Shoup (for MRF) have been instrumental in their roles as Site Supervisors. Scott has had to learn how the new plant operates at a very fine level, and make sure his workers are fully trained and work safely. Doug has stepped up to the role of Supervisor for the MRF and is the chair of the JHSC. Scott and Doug work together every day to manage staff levels and work out who will fill all the positions required. Dakota Zito is Lead Hand and has done a great job managing a lot of people and machines, especially when Scott is off site.

**CONGRATULATIONS TO THE TEAM AT WRC
AND ALL THOSE WHO HAVE HELPED MAKE
OUR FIRST YEAR A SUCCESS!**



TOMLINSON PRESENTED WITH THREE IHSA PRESIDENT'S AWARDS FOR ZERO LOST TIME INJURIES

On May 30th, 2017 Tomlinson was presented with three President's Awards from the Infrastructure Health & Safety Association (IHSA). These awards recognize the company's completion of a significant number of work hours with Zero Lost Time Injuries. Two were presented to the RWT division (which includes aggregate / trucking/ asphalt plants/ garage / City and Highway Civil operating units) for 500,000 hours and 250,000 hours completed in 2016 with no Lost Time Injuries. The third was for the Sewer / Watermain division's completion of 250,000 hours in 2016 with Zero Lost Time Injuries. Tomlinson has now received six President's Awards from IHSA. The divisions join Environmental Services, Waste Management, and Ready Mix in achieving this prestigious status. Presenting the awards was Luc LaFrance, Health & Safety Consultant, Regional Operations North-East, IHSA. "We are delighted to present these awards to Tomlinson – their sixth President's Award in three years," said Luc. "It is no small feat for a company to attain this many. It demonstrates that every employee recognizes Health and Safety is their responsibility, from the President all the way through."

"This award reflects the commitment to Safety – a Tomlinson Core Value - and the efforts of the workers and management of our Sewer / Watermain and RWT divisions," said Chris Keeping, Director of Health and Safety. "This type of award that recognizes zero lost time injuries is a fundamental indicator of the overall strength of the Tomlinson Health and Safety program. We care deeply about the safety of our workers and the public and are proud to have received it in five of our divisions in 2016."



Luc LaFrance, Bernie Ingimundson

The IHSA President's Award is given to any firm for 250,000 hours worked without a lost-time injury. IHSA offers skills-based training, auditing, and evaluation to companies in construction, surface mining, utilities and transportation. It is recognized by the Ministry of Labour, the Ministry of Transportation, the Ministry of Training, Colleges and Universities, and the Workplace Safety and Insurance Board as designated trainers and consultants.



Scott Berquist, Luc LaFrance, Tim Vizena, Russ Perry

NOKIA INSIDE RIDE: THANK YOU TO OUR SUPPORTERS

From Jeff Mackenzie, Project Manager, VCL Construction

I would like to take this opportunity to sincerely thank all of you for your generous donations and support for our Nokia Inside Ride. We truly believe in this cause and honestly do what we can to make a difference in the lives of kids with cancer and their families.

This year your donations helped TEAM VCL top the charts for the second consecutive year with a WHOPPING \$24,030. To date, you have helped raise more than \$39,000 but more importantly you have changed the outlook and perspective of the kids and their families who are dealing with childhood cancer.

Thanks again, we appreciate it!

PARKS INITIATIVE

Tomlinson has a long history of philanthropic contributions to local charities and involvement in different projects that enhance the Ottawa community. In 2015, Tomlinson made a commitment of \$1M to be invested in City of Ottawa parks that required upgrading or new recreational elements. Our commitment to this parks initiative with a focus on accessible recreational opportunities will span five years. This year we will be continuing with our investment and giving back to the beautiful city where we live, work and play by upgrading the tennis courts at Manor Park and Pinecrest Park.

The grading crew included Derek Behnke, Derick Romeo, Stephen Walsh and Trevor Murray, and the paving crew (featured in the photo on the right) included Brad Vadneau, Eric Asselin, John Dubeau, Jon Belise, Ryan Quesnel, Tyler Darou, Trevor Smith, Will Burchat, and Steve Darou.

The tennis courts had the first ace served up across the line July 10.



The paving crew hard at work.

NEW WEBSITE

TOMLINSON COMFORT STATIONS HAS A NEW LOOK AND FEEL: comfortstation.ca

The refreshed website has a clean layout with clear, simple one-page navigation pointing customers immediately to the key services of rentals for special events and construction, Tomlinson's biggest sectors for this service. Good use has been made of the page layout with appealing images, modern icons, new photography and strong Tomlinson branding.

The new website has also provided the opportunity to list new equipment available, such as MOL compliant comfort stations and portable shower trailers.

Another big change is to the FAQ: each question has a drop down option and each answer is clearly identified as construction or event so that customers can quickly see the information relevant to them. The website operates on a strong, responsive platform and has been optimized for search engines so that Tomlinson will be front and centre for customers looking to rent comfort stations and related equipment.

THERE IS STILL TIME TO BOOK EQUIPMENT FOR THIS SUMMER. SEVERAL TRAILER TYPES ARE AVAILABLE FOR RENT, INCLUDING HIGH-END UNITS FOR SPECIAL EVENTS SUCH AS WEDDINGS.

WIRELESS, REAL TIME MONITORING WITH SMART CONCRETE™ TECHNOLOGY

Measuring and monitoring the in-place strength of concrete is critical for construction operations such as formwork removal and post-tensioning. Current methods, such as breaking field-cured specimens are inefficient because they offer delayed information which could have significant financial implications. Smart Concrete™ is an innovative solution which provides real-time concrete strength results on the job-site.

So, how does it work? When Tomlinson sells a concrete mix as a Smart™ mix, it provides Smart Concrete™ sensors to the customer. The customer installs these sensors in the formwork before placing the concrete, downloads the dedicated ready-mix producer's app and selects the ready-mix producer's Smart™ mix. Once the concrete is poured, the mobile app analyzes the data obtained from the wireless sensor to show concrete strength instantly.

"This information not only proves valuable to our customers, it also allows us to make tweaks to our mixes based on live information," explains Francis Brazeau, General Manager, Tomlinson Ready Mix. "We hope to revolutionize the Eastern Ontario Ready-Mix market with this product the same way we did in 2008 when we introduced customer access to our GPS system."



Smart Concrete™ REAL-TIME STRENGTH RESULTS ON THE JOB-SITE

Smart Concrete™ uses the well-established method of concrete maturity based on the ASTM C1074 standard practice. This method, adopted by ACI and many DOTs in the US, uses pre-calibrated information to correlate the temperature history of concrete to its compressive strength.

As well as real-time strength results, customers can also benefit from better control of project scheduling, early project completion time, and reduced labor and break tests. The mobile app includes features such as:

- Access to temperature & strength history of concrete
- Full PDF reports on the sensor results including graphs, summaries & pictures – all ready for print & submission
- The capability to share data with other team members

FOR MORE INFORMATION, SEE

[HTTP://TOMLINSONGROUP.COM/CONCRETE/SMART%20CONCRETE.PDF](http://tomlinsongroup.com/concrete/smart%20concrete.pdf)

RINGSIDE FOR YOUTH

On Wednesday, June 14, 2017 staff from Tomlinson attended the Ringside for Youth Sponsorship Dinner at Giovanni's restaurant. This was a special dinner for sponsors of the initiative and invited guests. Tomlinson has donated \$6,000 to Ringside for Youth, with proceeds going to the "Boys and Girls Club". Mike McGahan of CLV - a Tomlinson customer - has been a major supporter in the past. Richard Duguay represented Tomlinson at the Sponsorship dinner. At the event the following day, June 15 were Ron Tomlinson, Kevin Cinq-Mars, Rob Pierce, Wayne Newell from Tomlinson, along with partners and customer guests of Tomlinson Frank Cairo, Martin Landry, Rafael Sanchez, Xavier Fenaux, Monica Gonzalez, Marcel Denomme.

Legendary star boxers, Joe Calzaghe and Gerry Cooney were at the event and the Tomlinson team enjoyed getting pictures with him!



Kevin Cinq-Mars, Rafael Sanchez (Ferroval), Xavier Fenaux (Colas), Wayne Newell, Joe Calzaghe, Monica Gonzalez (Ferroval), Gerry Cooney, Frank Cairo (Caivan), Ron Tomlinson, Rob Pierce, Marcel Denomme (Urbandale), Martin Landry (Ferroval)

ANOTHER GREAT DAY AT CALYPSO!

Tomlinson staff had another great day at our annual event at Calypso Water Park on July 16th. Despite all the wet weather we've been having lately, the sun was out in full force. More than 1000 staff, family members and friends came along to have fun and make the most of the rides. Calypso staff provided a lunch, and the candy was a hit with the kids!

Thank you to Fred Schulz and Ashley Genier for organizing a fantastic Employee Appreciation event! Special thanks also go to Scott from Creo Marketing, who joined us to show off some of the latest Tomlinson Red Army Gear.



ROTARY GOLF TOURNAMENT

Bernie Ingimundson was the driving force (no pun intended!) behind Tomlinson's involvement in the Rotary Charity Golf tournament on Monday, June 5. Tomlinson was a sponsor of the event with a contribution of \$5,000. Many Tomlinson customers also supported the day and approximately \$45,000 was raised, with the principle beneficiary being the Ottawa Regional Cancer Foundation and community projects carried out by the Rotary Club of Ottawa South. Attendees included Bernie Ingimundson, Adam Hendriks, Tim Vezina, Mario Lalonde, Darrin Alberty, Jeremy Lemieux, Paul McCarney and Wayne Newell.

"Bernie was instrumental in the delivery of a very enjoyable event, once again. From greeting the attendees, to taking care of miscellaneous details to acting as an auctioneer. Great work by Bernie and the fellow Rotarians." *Paul McCarney*

2017 ANNUAL TOMLINSON FANTASY HOCKEY GAME

On March 9th Tomlinson held their 5th Annual Fantasy Hockey Game at the Canadian Tire Centre. For the first year we had Sens vs NHL. Kevin Cinq-Mars invited personal friend and former Sens great, Chris Phillips to play on his team. It happened to be Chris' birthday on the same day. Richard Duguay invited Former NHL Hockey player, Brad Smyth to play for him. This was the first time each team had a former NHL player on their roster. 29 top decision makers, customers and partners, including Kevin Cinq-Mars, Rich Duguay and Jason Ragiasis from Tomlinson filled out the rosters.

Spaniard, Humberto Ferrer from Dragados and OLRT had never played a game of ice hockey, yet played as Rich Duguay's Defense partner and certainly held strong on his side in impressive fashion.

He had a wonderful experience shutting down the Defense pairing of Chris Phillips and Kevin Cinq-Mars. There was a great Post-Game networking event at Club Bell including Tomlinson shareholders, Management, Division decision makers, and many partners and guests. This has become a popular industry networking event.

Special thanks to Ashley Genier, Kevin Cinq-Mars, Paul McCarney, Tim Vizena, Terry Wagner and Ryley Scott from the Ottawa Senators, last but not least, Chris Phillips and Brad Smyth for their contribution on and off the ice. Overall it was a fantastic experience for everyone.



CHRIS PHILLIPS (SENATORS ALUMNI), RICHARD DUGUAY, BRAD SMYTH (SENATORS ALUMNI)



KEVIN CINQ MARS, CHRIS PHILLIPS, HUMBERTO FERRER, PAUL MCCARNEY



TOMLINSON
FOUNDED ON **STRENGTH** GUIDED BY **VISION**

TOMLINSON FUN - FAMILY SKATE DAY

Although we're currently enjoying summer activities, back on Saturday, March 11, Tomlinson held its popular Family Skate at the Canadian Tire Centre. We had a total of 165 people come out to enjoy the fun. There was music, popcorn and hot chocolate, and Spartacat joined us. A great time was had by all.

See you next year!



2017 MOLSON CANADIAN SENS ALUMNI & NHL CELEBRITY CUP: APRIL 6/7 2017 @ BELL SENSPLEX

For the third year running Tomlinson entered a Red Army Team into the Sens Alumni & NHL Celebrity Cup, bringing the total raised by the team to \$30,000 since 2014. This year we drafted former NHL hockey player Andrew McBain. Rich Duguay gave up his All-Star Game roster spot to a customer as a valued added gesture. The event raised over \$200,000 this year, surpassing the \$100,000 it raised in its inaugural year in 2013.



TOMLINSON FAMILY FOUNDATION **UPDATE** \\\

CHARITY SELECTED! Over the last few months the Tomlinson Family Foundation, under the leadership of its President, Cindy Tomlinson-Keon, has undertaken a selection process to choose a charity to support. The Board conducted in-depth analysis and discussions of many deserving organizations and is now in the position to announce it will donate \$1M to The Boys and Girls Club of Ottawa (BGCO)!

“We are delighted to support this organization,” explains Cindy Tomlinson-Keon. “This was a significant decision for the Foundation and one which we know will make a big difference in our city. The Boys and Girls Club undertakes crucial work amongst the youth in Ottawa and we’re proud to be part of that.” The Boys and Girls Club of Ottawa (BGCO) has served the Ottawa community since 1923, reaching out to 4,500 children and youth each year through after-school, weekend and summer programs that build self-esteem and help to develop stronger social skills.



Boys & Girls Clubs of Canada
Clubs Garçons et Filles du Canada

The Tomlinson Family Foundation aims to contribute towards and support local communities, and foster charitable works that build and strengthen these communities. The Foundation will leverage the company’s tradition of charitable giving by encouraging participation from employees, suppliers, service providers and other organizations and individuals with whom we work. The goal of the Foundation is to support a wide range of organizations in an effort to serve the needs of our community.

SAVE THE DATES

The Tomlinson Family Foundation’s **Charity Slo pitch tournament** will take place **September 16 at Leitrim Park**. As well as the baseball, there will be fun events for spectators and food. Get your game on and help us raise some funds for The Boys and Girls Club of Ottawa.

It might be the height of summer, but mark your calendars for the **Mayor’s 17th Annual Christmas Celebration at City Hall**, which we will be supporting on **December 2**.

NEW FACES AT TOMLINSON

DERRICK ST. PIERRE / LUKE SMITH / KEN MCINTYRE / CRAIG YOUNG / RAYMOND CHARRON
ERIC BEAUCHAMPS / ROBERT DURANT / ROBERT RUDDICK / MIKE MARIN / DOUGLAS ROBERT MACDONALD
ADAM BURTON / MICHELE WALKER / STEPHEN MULKINS / JEFFREY MACDONALD / COREY TROFIMCZUK / CHAD SOLE
JUNUEL CALINGASAN / PHILLIP IRVIN / AARON WEBSTER / SILVANA RUIZ-KLINAR
STAN KEYS / RYAN PARKER / ALEX CINQ-MARS / JOANNA SKUTNIK
ANTHONY SPINELLA / BRADLEY SILVER / CHERYL WYATT / ROBERT WARREN / LESLEY DEFRANCO
CODY STEPHENS / BLAIR WATSON / JOSHUA J. MCDONALD / ERIC ENTZ / JOSEPH OLSHESKI / JAMES RICHARD / JUSTIN F. RYAN
ASHTON RENIA / CHRISTOPHER W. DOUGHTY / DUSTIN J. KLUKE / STEPHANE LEMIEUX
TAYLOR M. SAYYEA / TYLER J. EVE / GINA STRATI / JERED ROSS / ROLAND E. NDJOCK-NGA / MARLON DENNENY
LEONARD PATER / MICHAEL LADOUCEUR / MATTHEW RIDLEY / JESSE GRICHEN / ERNESTO GOMEZ MENDEZ / JAIME JACINTO
VICTOR BOON / HOLLY BLACK / NATASHA JAMES / DERRICK MINISH / CAMILLE FORTIN / TIM MANNING
MACKENZIE BURNS / STEPHANE MARINIER / JOHN G BOYLE
MARCEL N MARLEAU / CHRISTOPHER A MENDEZ / SAMUEL RONDEAU
KEVIN FITZGERALD / CLARK DAVE GALBAN / PATRICK G MCINTYRE / STEPHANIE CALAGOURS
OMAR KANDAR / CHARLIE KEYS / EVAN MODLER / TIMOTHY STOCKFORD
MARK H. KINGSBURY / NATHAN G WEBBER / BRADLEY M. HORNBECK / NICHOLAS VALOIS

UNIQUE ROLE: LISA PIERUNEK

When it comes to defining her role Lisa Pierunek isn't always sure what to answer. That's because she wears five different hats. She is officially a Store Clerk & Construction Dispatcher based out of Tomlinson's rental store at 3150 Rideau Rd. Here, Lisa takes orders from the 80 or so foremen who visit the store, then dispatches equipment: from trucks to hard hats to safety vests. She makes sure the foremen get what they need, where they need it, when they need it.

However, that's only part of the story. One of the things that makes Lisa's role unique is the variety. Having worked as a dispatcher for a tow-truck company, a dispatcher for a school bus company (where she managed 100 school buses), then a driver, she came to Tomlinson with a broad skillset. Since starting as a driver at Tomlinson two and a half years ago she has been trained in five different roles: dispatcher for trucks, dispatcher for equipment, counter clerk at the store, order taker, and driver. This means that Lisa is juggling a high volume of demands at once, and stepping into different roles depending on the need. "I'm basically a sub for anyone who needs it," Lisa is pleased to say. "I started as a driver then moved into dispatching and the store. I love the versatility of my job. I feel I can be an asset to the company because I'm not trained in only one skill. I have seen different sides to the business and the company values my opinion."

The other unique side to Lisa's role is being a woman in a mostly male-dominated industry. When she started as a truck driver for Tomlinson Lisa was only the second woman to be hired as a driver. "I'm proud of that," she says. "I love the environment and always have. My father worked as a foreman at a Tomlinson quarry and I remember visiting quarries at age four. I'm a bit of a tomboy, I like driving trucks – the bigger the better – and I love construction. A few years ago it was less popular for a woman to be in this industry but people have been accepting. I'm treated fairly by the people I work with and that's one of the things I value."

So, while Lisa is normally in the rental store these days, she can still be found driving trucks from time to time. When people are on vacation she will help plug the gaps and get behind the wheel. "I like that my role is unique," she says. "I hope to be able to continue to provide whatever I can for Tomlinson."



THEN & NOW. BOTTOM: LISA AT THE QUARRY AS A CHILD. TOP: LISA DRIVING A TOMLINSON TRUCK.



ENVIROCENTRE BIKE WORKSHOP

Lisa recently took one of Tomlinson's brand new dump trucks downtown to Ottawa City Hall where avid bike riders got to sit in the truck and see what drivers can't see when sharing the road with cyclists. She also got the opportunity to share with them the risks Tomlinson drivers face every day as professional drivers.

EMPLOYEE SURVEY: SPEAK UP. WE'RE LISTENING. \\\

This summer we will be conducting our employee engagement survey again. This is your opportunity to provide feedback directly to Tomlinson managers and supervisors. Over the years the employee surveys have helped guide a number of changes such as improvements in our benefit and retirement programs, changes to our vacation policies, creation of Tomlinson University and our various bursary programs, employee communication initiatives such as the Tomlinson Times and numerous employee events.

This survey is designed to seek employee input about the culture of our company, personal and organizational priorities, and to identify areas where we can improve.

Employees will have two ways to complete the survey – online or by traditional paper format. Both formats are 100% confidential and all information is reviewed and compiled by an outside company called TalentMap. We encourage you to use the online version of the survey to help us get the results back out to employees faster.

Field staff will hear more about the survey from their supervisor in late July and be given time at work to complete the survey.

We look forward to hearing your feedback and sharing the results with you. It is our people that continue to help move Tomlinson forward, providing innovative ideas, working together towards excellence.



THE CORE: **UPDATE**

June marks our ninth month of construction at the CORE, and we are proud to see the building in a constant state of evolution!

Since our last construction update, the curtain wall framing and exterior glazing is progressing well. Interior steel stud framing is nearing completion, and electrical and mechanical rough-in is ongoing. Power is on - hydro and natural gas servicing for the building are now complete.

So, what's next? Work on the rooftops has just commenced and we are hopeful that the CORE will be water tight by the end of the month so that we can progress to drywall, and ultimately the interior finishing by late summer! Over the next few weeks retaining walls will start taking shape, followed by the completion of site works. It is exciting as the construction continues to bring the plans to life!

We are extremely happy that many of those employees who will be calling the CORE their new home had the opportunity to go on a tour of the building in early May. We hope each were able to envision their workspaces, the CORE surroundings, and get a true sense of what the building's vision & culture will be.



EMPLOYEE FOCUS: THEN AND NOW

OUR WORKPLACE HAS CHANGED OVER THE YEARS.....

HOW YOU GOT THE INTERVIEW

THEN: We scoured the *Help Wanted* section of the newspaper, or if we were lucky, we knew somebody already working there. Then, we went to the job site and shook their hand.

NOW: Tomlinson gets over 5,000 applicants a year that apply online.

WHAT TO WEAR TO THE OFFICE

THEN: The office dress code called for a conservative suit, shirt and on occasion a tie.

NOW: The office dress code is more casual and we even wear jeans on Fridays.

REACHABILITY

THEN: If your manager wanted to talk to you on the job site, he could potentially reach you by 2-way radio, usually he'd just go see you.

NOW: We have text messaging on our cell phones..... accessibility 24/7.

WORKING HOURS

THEN: The winters were very slow, and in some years the winter started in October all the way through to April.

NOW: Our business operates 12 months a year for some projects. Plus, we have night and weekend work.

OFFICE EQUIPMENT

THEN: Tomlinson got our first computer in 1984. The first system was PERTEC.

NOW: We all have computers, cell phones, and in the field they have tablets and satellite GPS.



YVES BISSON - STARTED MAY 12, 1981

I started with Tarcon Construction when I was 17 years old, worked as a laborer for a few years and then I was promoted to a foreman position. I worked for Gary McLaurin for 22 years before becoming a Project Manager in 2002. I'm one of the few that can still say they worked alongside Ralph Tomlinson, Ron Tomlinson's (current CEO) grandfather. I still remember the day I got promoted. I was called into the boardroom with Bill Tomlinson, Jim Blake, Bert Hendriks, Guy Lebel and Gary McLaurin – talk about pressure! They said they knew how hard I'd worked over the years, and they were amalgamating and offered me a Project Manager Job. I remember saying to them, 'If I say no now, I may never get a chance again, so yes, I'll do it!'

The biggest project we'd ever worked on was the 416 extension from Hunt Club to Fallowfield in the mid-90s. For us, that was a 10 million dollar project. All three companies – RW Tomlinson, Tarcon Construction and Beaver Construction – had to join together to work on this project in order to complete it on time.

In my young career, one of the most challenging projects I had was the two years I spent out at Trail Road Landfill. I worked there putting in the liner with 100,000 tonnes of clay in order to make sure that the leachate, which is a byproduct of garbage, would not seep through the soil.

The work here at Tomlinson has definitely gotten more challenging and complex over the years. We have all gained a lot more experience. The downfall with experience comes age. We're all getting older, but that gives the younger generation a chance to grow and to eventually replace us.

I work with a great team – the City Division. We've all been here a long time. We think the same. We always work hard and make the best decisions we can for the company overall – together.

Yes, things have changed for Tomlinson over the years, but the fundamentals of why people want to work here and why they want to stay here have stayed the same.

I wouldn't change anything about my job, but if I could go back in time, I would, someday, like to be a grademan again ... (not as much pressure). Times have changed so much. We are now a 24/7 business - much, much different from when I started.

For those 18 year olds coming in today, it is so different than the 80s. We were on such a smaller scale back then. Today's 18 year olds have such different ideas. We all started as laborers, raking and shoveling. We were patient, worked hard to get noticed and with time came experience and opportunity. At Tomlinson we have a 'promote from within' policy and people can transfer to different crews or even divisions. It just doesn't happen overnight though.

I've never worked anywhere else, except for a couple of summer jobs while I was in high school. I've always been treated fairly here and they've always had an open door policy - willing to listen and to help when they could. Over the years I've made really good friends here. Friends with coworkers, clients and owners. Our relationships with clients, owners, the City, developers - all of them - we've built those relationships over the years. Now we've expanded so much, but I read the Tomlinson Times when it comes to my house and it seems like the same is felt across all of our divisions even as we continue to grow. It's a good feeling to be supported like that.



ALEX ROMANO – STARTED MAY 19, 1981

I started working at Beaver Construction when I was fresh out of college as a junior clerk working in the office. Back in 1988 Beaver Construction was amalgamated with RW Tomlinson Ltd. I was excited but nervous at the same time for this change. This amalgamation was very big, and it would change the company.

Being with the company for 36 years, I have been able to see Tomlinson grow and get bigger. The volume of work has definitely increased as we've grown but I am always excited for a new challenge.

I have been able to be a part of the transition for accounting systems from using GEAC to Explorer and now to SAP. This is a big difference from when I first started. Back in the 80s everything was done by hand. I am excited for the implementation of SAP - it will make gathering information a lot easier.



I have enjoyed working at Tomlinson over the years because you can always rely on others and it still has the family run business feel as it did when I started. The team I work with is great and we are always there to help solve any issues one might have.

While working here I have been able to learn and gain the experience to be able to move into a senior accountant role. I enjoy being able to come into work every day and do what I love.



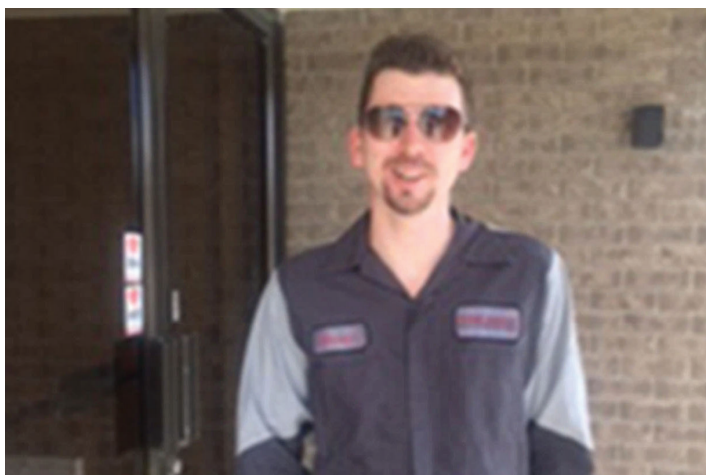
MARCEL PARISIEN - STARTED AUGUST 1980

When I started working for Cumberland Ready Mix I was driving a dump truck, supplying the plants with sand and stone. It's been almost 40 years, and during that time I have had many different positions at the plant and now I have had the opportunity to be Plant Manager. Being a part of operations allows me to always look for innovative ideas to have the plants work more efficiently. There is always something to do and improve, this keeps the role interesting and challenging.

The most memorable project I have worked on was the installation of the Vars concrete plant. I was involved with making the plant efficient and making sure we had the maximum amount of output.

Two of the biggest changes I have seen in the Ready Mix industry over the years, would be the technology used and how the trucks operate. The combination of this makes everything more efficient and easier to use. I have a small team, but we work great together. We all have great working habits and an excellent work ethic. Together, we have excellent communication between us and that is important in our industry.

I came from a big family and being able to work for a family company makes me happy. I love my job and the opportunities it has given me. Some of the best parts about working for Tomlinson are that they're always looking to grow and they want to be the best at what they do. I can see the company expanding and growing even larger as we keep growing outside the Ottawa region.

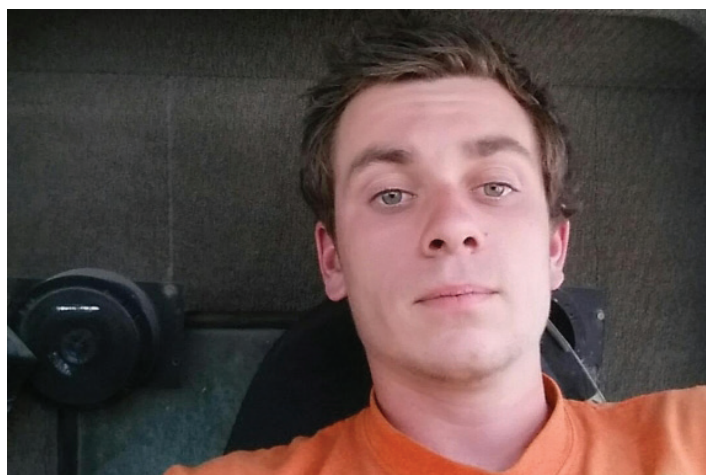


JAMES THOMPSON – STARTED OCTOBER 1, 2012

I started working at Tomlinson when I was 16 years old as a co-op student in high school at the garage on Power Road. While working here in the shop for the past 5 years, I have been able to work towards getting my mechanics license. The automotive industry has always been interesting to me; I enjoy being able to work with my hands and always having a challenge.

The team I work with is a great group of guys, they are always there to help me learn the industry. I have a great opportunity to learn using the best equipment and working in a large shop. My favorite projects I have worked on are always those bigger projects that come into the shop. I enjoy the challenge they bring.

I hope to be doing this for a while. I want to work my way up to be a Lead Hand and then eventually being a Shop Foreman at Tomlinson.



CHANDLER COLLINS – STARTED FEBRUARY 27, 2017

I am fairly new to Tomlinson, working in the Aggregates Division as a Rock Truck Driver. I am currently working at the Moodie Quarry but I have had the opportunity to work in most of Tomlinson's Quarries. I see myself in the future still working in the Moodie Quarry, but working my way up to a supervisor position.

One of my favorite projects this past year would be being able to see some of the good blasts with my own eyes. It's a sight to see.

One of the biggest challenges I have had is stock piling the materials. This is hard because there isn't a lot of room and there are tight quarters up there. I work with a great team and have an amazing foreman. Everyone is very knowledgeable and good at their job. I love coming into work every day and being able to work with great machines that are at the quarry.

I think Tomlinson's biggest opportunity in the future would be to continue expanding because they are currently doing so well. Tomlinson is a great place to be.



SHANE RODNEY – STARTED JULY 3, 2015

I have been a driver at the stores for the past two years, with my goal to be a float driver in the future. Every day I look forward to coming into work. I love driving and being active.

One of the biggest challenges I have had is being one of the youngest guys here at just 18 and being taken as seriously as everyone else. But I have been given the opportunity to learn from the best. I feel that Tomlinson invests a lot in their employees so they can be the best at what they do.

My team at the stores is great, we're all on the same team and work really well together.

I see myself in the future still working in the Moodie Quarry, but working my way up to a supervisor position.

OWMA **TRUCK RODEO**

The Tomlinson Team brought home awards after the Ontario Waste Management Association (OWMA) drivers' competition on Saturday, June 10, 2017. John Gribben won two awards - 2nd place Roll Off Driver 2017 Category (against 16 competitors in this category) and the Rookie of the Year 2017 (with 24 competitors in this category). Marc Guay finished 4th and Eric Grecco-Leblanc finished 6th in their categories. Following his success, John was able to enter the Ontario Truck Driving Championship on July 8 in Brampton.

This competition is based on type of waste collection vehicle. Our team competed in three separate classes. Eric was in the Special Services (Side Loader), John was in the Roll Off and Marc was in the Front End Load.



Doug Palmer, John Gribben, Marc Guay and Eric Grecco-Leblanc

EMPLOYEE COMMUNITY CONTRIBUTION: **SOCCER COACHING**

Ross Barrett, Business Development/Project Manager with Industrial Waste Division, has been giving his time as coach for his local Belleville Youth Soccer Club. **Thank you, Ross for your contribution to the community.**



YOU CAN BE SURE OF CHANGE

We have changes happening all around these days. We are moving to a new building soon. This will change my commute, the people that work beside me, heck I will even get a new desk and chair. We also have Project Bedrock – the new ERP system. This will change the way I do some of my day to day transaction, it may change who I have to work with to get work done. Lots of unknowns there. Plus, we've grown again and keep growing – adding on new capabilities and people in a variety of areas with recent acquisitions, plus the organic growth the company has. That's just what's happening inside work, not to mention external changes and personal life. Wow, that's a lot of change!

Some days it feels like there is so much unpredictability and change that I feel lucky or even a little off if I go one day without a dramatic change in my life.

When it comes to change, we all have our own personal comfort zone. To grow and to learn, we do need to step outside of our comfort zone, from that perspective - that is why change is good. It helps us to expand ourselves. Of course, too much change too fast pushes us into our misery zone. In the misery zone, this is where we start holding on for dear life, where we aren't open to the learning that comes with change.

There's definitely no such thing as fast change acceptance. It will take patience, persistence and wisdom. If we go too fast, we'll still spend extra time cleaning up the fall out.

For many of us, stress and anxiety arises from not being able to control the changes around us. Sometime the extra work that comes with change feels overwhelming. That's when we need to talk to our supervisor or even an outside person. Sometimes a conversation will lead me to the realization that I'm not unique, change is happening everywhere. Usually, these discussions help me to get ideas and advice on how to deal with certain issues. Speaking with others allows us to break the negative pattern in our head from all the confusing messages, boosting our spirit, and our resiliency tools. When we need to talk things through, we have access to counselling services and Employee and Family Assistance Programs to help point us to various resources we have available.

Ultimately, I'm not sure of the answer as to how each person should deal with all of the changes in their life, be that work life, personal life – it's all just life. For me, I think first about where I want to be in six months from now. What's my plan to navigate from where I am today to that six month point? It won't be perfect. Yesterday, before the change wasn't perfect either. As long as we are on a path to continued improvement, there will always be changes to navigate.

BY DANA LEWIS



Did you know ?

Some stats about some of our divisions

Tomlinson **Ready Mix** has four Concrete plants in eastern Ontario (8125 Russel Rd, Vars; 625 Jinkinson Rd, Ashton; 3200 Rideau Rd, Gloucester; 5376 County Rd 17) with a combined capacity of over 400M³/hr.

Our three locations serving the Ottawa market are all within 35 km of Parliament Hill and have a combined production capacity of +320M³/hour. We also own a portable concrete plant capable of an additional 125M³/hr that can be set up on-site or in any of our quarries to supplement the three fixed plants. We currently have a fleet of 55 Ready Mix Concrete trucks which allow us to deliver over 200'000M³ of concrete yearly.

Our **City Division** paves approximately 570 kilometers of lanes per year.

In 2016 our Sewer / Watermain division installed:

- 36230 m of mainline pipe
- 23516 m of services
- 18243.5 m of watermain

Total of all pipe installed in 2016: 77,989.5 m

With the addition of Colautti in 2017, we should now be able to install between 30-40% more per year.

WATERMAIN

18243.5 m

MAINLINE PIPE

36230 m

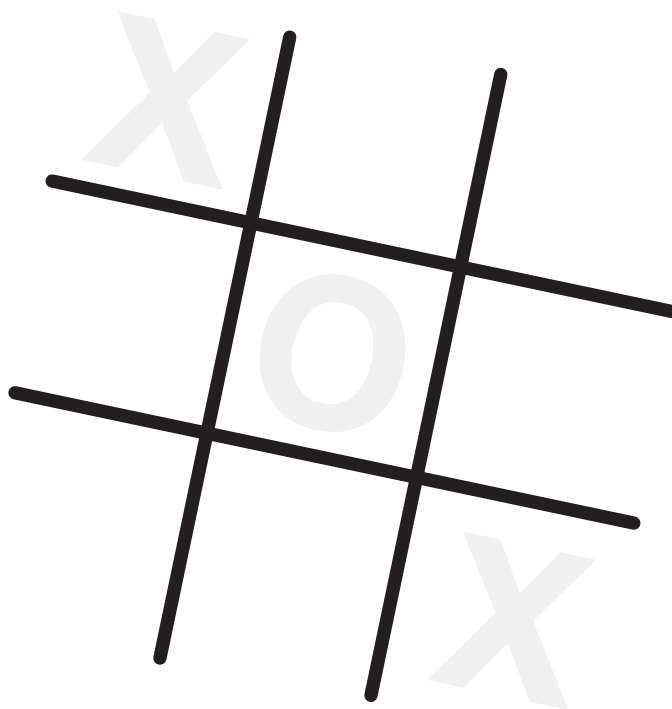
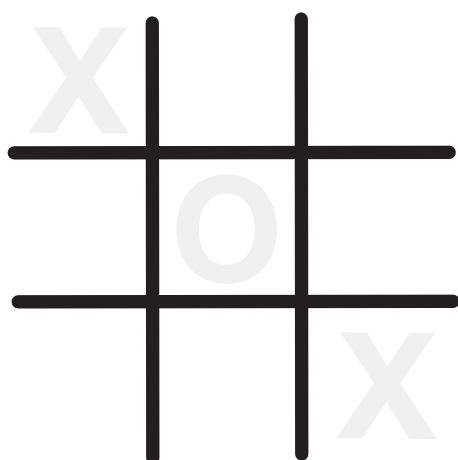
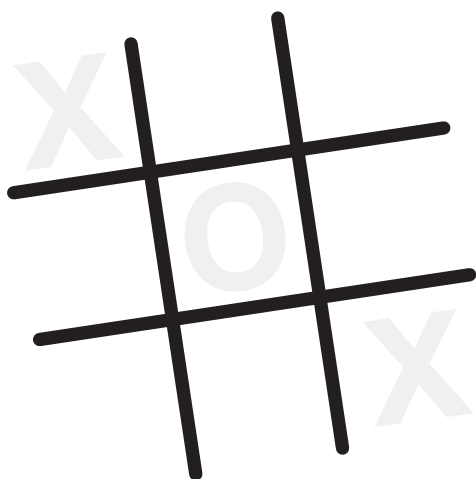
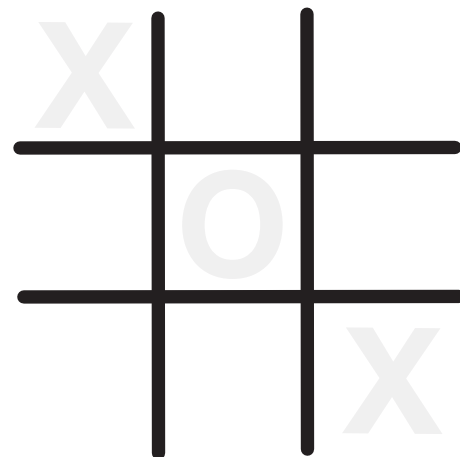
SERVICES

23516 m

2016

**TOTAL PIPE INSTALLED
IN 2016: 77,989.5 M**

KIDS KORNER



Unscramble
these words!

H C A E B

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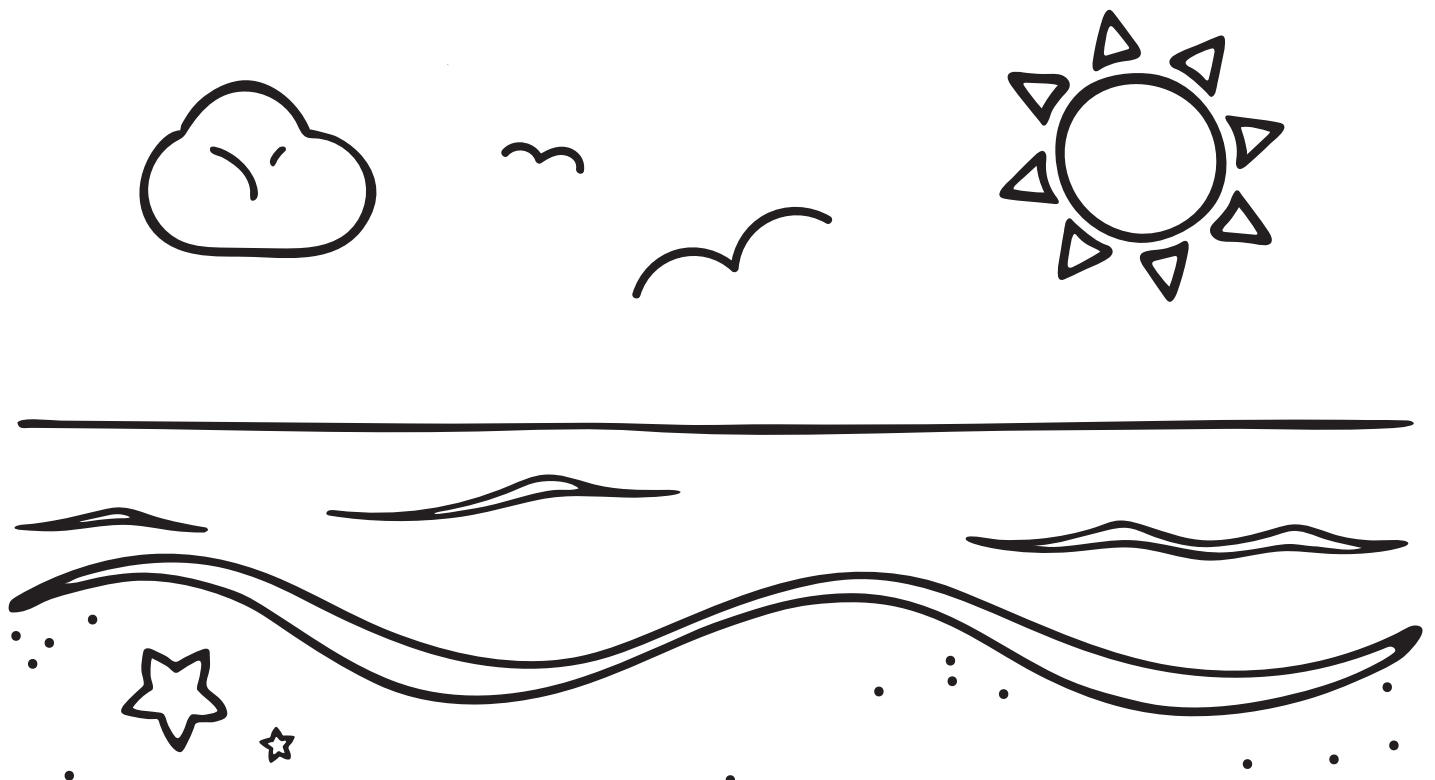
S U E M R M

N U S

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Show us your
colouring skills!



Answers: Beach, Summer, Sun