



ENSURING THE HEALTH AND SAFETY OF OUR EMPLOYEES AND THE PUBLIC

With safety being one of Tomlinson's Core Values, we have developed procedures and practices which ensure every one of our divisions and projects is a safe place for both the public and our employees. Whether it's environmental services, construction, or aggregate and material production – the nature of our work means there could be any number of health and safety risks on a daily basis. So, how do we make sure none of those risks turns into a reality?

Tomlinson Environmental Services offers services such as curbside garbage pick-up, roll-off bins for residential debris from renovations, and front load bins for waste or recyclables for businesses. This means we are constantly in close proximity to pedestrians and other drivers. To better assist warning the public of the potential dangers, we have installed flashing lights and alarms as well as large decals on the sides of the trucks. Furthermore, in some cases trucks are staffed by two operators: providing for a second set of eyes checking for members of the public.

Our drivers and workers are subject to a rigorous training program. After their initial evaluation, employees have regular

on route assessments, as well as frequent training on keeping the public safe and vehicle operation. As a commercial vehicle operator in Ontario, Tomlinson hires qualified and licenced truck operators and holds a valid Commercial Vehicle Operator's Registration (CVOR) certificate.

Safety is of the utmost concern to Tomlinson, numerous procedures have been introduced to ensure safe work environments for employees and safety for the public. Mandatory training depending on the division covers topics such as traffic flow, traffic awareness, and general health and safety best practices to make sure everyone is up to date with the latest industry standards. Employees are all required



MESSAGE FROM THE CEO

When I started working in the '80s, the safety talk was a case of beer on the tailgate at the end of a week. We didn't appreciate the value of people as much back then. Over time attitudes change and our attitude towards safety has definitely changed – for the better. Today people are recognized as our greatest asset and we need to protect that asset.

Safety is one of our Core Values. So, what does safety mean? It's about ensuring the health and safety of our employees and the public.

Did you know we have held over 200 safety training classes and over 1700 tailgate safety talks in the last year?

The Health and Safety team is here to support you and your team to drive safety into everything we do. They can do site visits to spot hazards that you've just become too familiar with over time, they send out weekly safety talk briefings so you and your team can talk about how those items relate to your worksite, and they provide continual safety training. If we all keep talking about safety, we will all keep safety first in everything we do.

It is a tall order, and our responsibility. The only way for us to achieve Zero Lost Time Injuries is for each of us to work together as team, have each other's back and hold each other accountable for the highest safety standards. I'm counting on you to maintain a safe and healthy work environment, so we can each go home knowing we did our part to ensure we all make it home safe and sound.

**Health and safety –
it's your responsibility.**

Ron Tomlinson, CEO

to wear the proper safety attire to ensure they are visible and protected, including reflective clothing, hard hats, safety glasses, ear plugs and steel-toe boots. We also have Joint Health & Safety Committees for each division where employees can raise concerns for the public or themselves.



When it comes to our City and Commercial Construction and Heavy Civil Divisions, visibility in all weather conditions and traffic management are two of our highest priorities. Whether we're working on paving (for example on the 416), bridges or roads, we install large, bright, well-lit signs at suitable distances to warn approaching traffic of obstructions. Barrels and barricades are set up both to redirect traffic and to keep our employees at a safe distance from moving vehicles. Residential projects, such as those with Greenbelt Construction, require us to provide temporary sidewalks that are well sign-posted, properly separated from traffic, with suitable surfaces for foot traffic, wheelchairs, and strollers. When we are working on a 400-series highway, we may also have police services present to re-route traffic, and to protect the public and our employees.

Just as with Environmental Services, employees working on Construction or Heavy Civil projects are provided with all the necessary protective clothing and equipment. Health and safety inspections are carried out daily to ensure everything is in place to protect employees in these conditions. Training is also a regular feature – on working at heights, confined space, heavy equipment, and traffic management to name just a few.

If certain chemicals, oils or other types of hazardous waste are spilled, whether through a vehicle accident or on a manufacturing site, there could be serious repercussions if the product were to come into contact with the public, animals, nature or certain elements like water. If this happens our team arrives on site quickly with qualified personnel and equipment to assess the hazardous waste and clean the area. This is in order to protect members of the public as well as our employees. The division is also responsible for ensuring the safety of those Tomlinson employees working in confined spaces or

with hazardous materials, for example – vessel/tank cleaning, working on a sewer line, in a tunnel or in a man hole. When this is the case, we have a Confined Space Attendant (CSA) and Rescue Team on hand to monitor things such as air quality and the well-being of the employees throughout their working day. If at any point employees are in danger, the attendant is there to stop the work to avoid a dangerous situation and initiate the rescue if necessary.

Many of our projects present health and safety concerns, however, we are proud of our exceptional safety record. We believe this is the result of choosing safety as a Core Value, coupled with rigorous assessment, constant training and the implementation of industry best practices.



RendezVous LeBreton

On April 28th, the NCC selected the RendezVous LeBreton Group which, includes the Ottawa Senators and Tomlinson Group, and has been authorized to begin negotiations for the redevelopment of LeBreton Flats.

LeBreton Flats is also home to the Canadian War Museum, a multi-residential development, festival grounds, multi-use pathways, the Mill Street Brew Pub, the forthcoming National Holocaust Monument, and is also adjacent to the soon-to-be completed Ottawa light rail transit system.

After submitting a detailed proposal in December, RendezVous LeBreton was chosen above Devcore Canderel DLS Group. RendezVous LeBreton's proposal was described as "ambitious and visionary" by Dr. Mark Kristmanson, Chief Executive Officer of the National Capital Commission.

Tomlinson is confident that Project Manager Graham Bird from GBA & Associates will lead the team to success, following his experience as Project Manager for Lansdowne and Ottawa Convention Centre redevelopment.



Negotiations between RendezVous LeBreton and the NCC are now underway and the NCC will report back to the Board with a status update in November 2016. Look for more news about this exciting project in future issues of the Tomlinson Times!

TOMLINSON CELEBRATES THE OPENING of its new Waste Recovery Centre in Carp

Residents and families braved the light rain to celebrate a Tomlinson hosted community event at its new Waste Recovery Centre in Carp on June 11th.

Ottawa Mayor Jim Watson and Councillor Eli El-Chantiry joined Tomlinson CEO Ron Tomlinson and President Kevin Cinq-Mars in cutting the ribbon and introducing the new facility, which officially opened its doors on May 16th.

“TOMLINSON IS THE EPITOME OF A GREAT LOCAL COMMUNITY-MINDED COMPANY THAT HAS BEEN A NATIONAL AND INTERNATIONAL SUCCESS,” SAID MAYOR WATSON AT THE EVENT. “I JUST WANT TO SAY THANK YOU FOR DOING THIS BECAUSE WE CAN’T KEEP BURYING OUR GARBAGE.”



Mayor Watson and Councillor El-Chantiry then presented Tomlinson with a certificate on behalf of the city recognizing Tomlinson for the innovative centre. Also in attendance were numerous other Ottawa councillors and MPPs, including Lisa MacLeod, Allan Hubley, Scott Moffatt and Marianne Wilkinson.

Attendees were then treated to a free barbeque lunch courtesy of the Centurion Conference & Event Centre, and Tomlinson staff volunteers were also on hand to help coordinate facility tours and greet guests to the facility. Guests were invited to take home a Tomlinson treeeling and sport an environmentally-friendly temporary tattoo, and for younger guests, enjoy leaping around in a bouncy castle.

The centre, one of the most technologically advanced of its kind in North America, is able to process more than 50 tonnes of construction debris and remnant material per hour, up to 500 tonnes each day. Tomlinson has set initial goals to recover or recycle a minimum of 80 percent of the construction materials delivered for processing and that landfill diversion number will increase with demand.

“ONE OF OUR CORE VALUES AT TOMLINSON IS TO BE ENVIRONMENTALLY CONSCIOUS AND FIND INNOVATIVE SOLUTIONS WHERE OTHERS SEE BARRIERS,” SAID TOMLINSON PRESIDENT KEVIN CINQ-MARS. “THROUGH THIS CENTRE, WE ARE PROUD TO TAKE ANOTHER STEP TOWARDS FURTHERING OUR MISSION TO PROVIDE WORLD-CLASS ENVIRONMENTALLY-FRIENDLY SERVICES TO THE OTTAWA COMMUNITY AND BEYOND.”

Tomlinson will continue to promote the facility through customized tours on an ongoing basis and that the grand opening was designed to give open access to the general public and government bodies to demonstrate the capabilities and innovation in the waste diversion and environmental services division.



Located minutes from Kanata, the Tomlinson Waste Recovery Centre offers competitive rates, easy access for trucks, and requires no pre-sorting of materials. Open Monday to Friday from 7 a.m. to 5 p.m., and Saturday from 7 a.m. to 1 p.m. to all members of the community, the centre is positioned to rapidly become eastern Ontario's top waste recovery resource.

You can learn more about the centre at www.wasterecoverycentre.com

TOMLINSON HOSTS CUSTOMERS AND PARTNERS at new Waste Recovery Centre

Under sunny skies on June 10th, Tomlinson hosted a well attended launch event for its customers and partners at its new construction and demolition recycling facility, the Tomlinson Waste Recovery Centre.

In addition to being a valuable networking event for local industry leaders, Tomlinson showcased the facility's innovation and capabilities with guided tours by members of the Tomlinson Environmental Services team who were on hand to answer questions and host guests.

"We're extremely proud of this accomplishment which involved taking the lessons learned from almost 20 years of recycling this type of material and combining that knowledge with the latest technology to create a state-of-the art facility to recycle and recover construction and demolition waste. The positive reception we've received from customers and partners reinforces our position as a leader in Environmental Services.

**- Jason Wagner, Operations Manager
for C & D Recycling Plants**

Guests who attended represented local companies including – commercial developers, home builders, engineering and architects as well as construction firms. All were highly impressed with the facility and thankful that Tomlinson took this innovative step and investment in sustainability. Always at the forefront of any sector Tomlinson serves, this is another example where the Ottawa region and businesses will benefit from the positive environmental impact of greater landfill diversion and the active support of environmentally conscious concepts like LEED and BOMA BEST.

For more information and to check out the positive reactions to the Centre, please visit www.wasterecoverycentre.com and view the videos.

Located in the Carp Business Corridor, the Centre sits alongside two other facilities on the site – a Materials Recycling Centre and a Waste Transfer Station. This trio offers businesses, builders, contractors, residents and DIY'ers a full range of waste diversion and processing for multiple types of materials including – blue and black box, ewaste, appliances (metal only), traditional solid non-hazardous as well as construction and demolition waste.



STATE-OF-THE ART WASTE RECYCLING & RECOVERY CENTRE
SERVING AS A SINGLE DESTINATION AND ENVIRONMENTAL RESOURCE FOR
THE LOCAL CONSTRUCTION INDUSTRY, BUSINESSES AND HOME OWNERS
TACKLING RENOVATION, CONSTRUCTION AND CLEAN UP PROJECTS.

MATERIALS ACCEPTED

CONSTRUCTION AND DEMOLITION WASTE

Wood
Pallets
Metal
Drywall
Brick, rock, granite, porcelain
Brush (no leaf or yard waste)

BLUE AND BLACK BOX

Cardboard (moving boxes,
non-wax coated material)
Mixed Fiber (newsprint,
magazines, paper)
Glass, metal and plastic (cans,
bottles and containers, #1-#7)
Plastic film
(clear only #1, #2, and #4)

ELECTRONICS

TV's
Computers
Stereos
Printers

APPLIANCES (METAL ONLY)

Fridges and AC units
(must be tagged as properly
decommissioned)
Stoves
Washer and Dryers

TRADITIONAL SOLID NON-HAZARDOUS WASTE (BRING IT IN AND WE'LL RECOVER WHAT WE CAN)

Household waste
Shingles
Furniture

MATERIALS NOT ACCEPTED

Hazardous waste
Batteries
Paint
Liquids
Compost

*Please contact Tomlinson
Industrial Waste Services for all
non-solid waste at 613.822.2700*

TRANSPORT THE TRASH

NO NEED TO SORT MATERIALS!

1

TOMLINSON BIN



Assemble all
waste materials
in a Tomlinson
bin for collection

2

COMMERCIAL TRUCKS/TRAILERS



Bring in all construction &
demolition materials from
job sites

3

PERSONAL VEHICLES



Bring in all materials from DIY
and renovation projects plus
garage and yard clean ups

WHERE DO THESE ITEMS END UP?

CONSTRUCTION AND DEMOLITION FACILITY (C&D)

The C&D facility has been designed to support recycling and recovery efforts for a wide range of construction materials

MATERIALS RECOVERY FACILITY (MRF)

Tomlinson specializes in commercial recycling for businesses from blue and black box to electronics and appliances

WASTE TRANSFER STATION

Any residual waste that cannot be recycled through Tomlinson's facilities is transported to a licensed landfill

POSITIVE ENVIRONMENTAL IMPACT

CONSTRUCTION AND DEMOLITION FACILITY



50

TONNES/HOUR



500

TONNES/DAY



80%

MATERIALS
RECYCLED OR
RECOVERED



110K

TONNES DIVERTED
FROM LANDFILLS
EACH YEAR

MATERIALS RECOVERY FACILITY



6

TONNES/HOUR



50

TONNES/DAY



96%

MATERIALS
RECYCLED OR
RECOVERED



12K

TONNES DIVERTED
FROM LANDFILLS
EACH YEAR



WASTERECOVERYCENTRE.COM



613.820.2332



106 WESTHUNT DR, OTTAWA, ON K0A 1L0

Celebrating Safety Awards

Tomlinson recently received a number of safety awards for **no lost time due to injuries** – an achievement we should all be proud of, particularly since Safety is one of our Core Values. Congratulations to all of the award winners!

Infrastructure Health & Safety Association (IHSA) Presidents Award

IHSA presents an award recognizing employers who reach certain milestones with no lost time injuries based on the number of hours worked by the employees. In 2015 we had two organizations achieve this level: Tomlinson Environmental Services and Tomlinson Waste Management.



This year proved to be a special award for our Moodie Dr Asphalt plant as it was recognized by OHMPA for operating for 20 years with no lost time claims. Truly a great accomplishment! Congratulations to Moodie and the other award winners:

- **Moodie Asphalt**
OHMPA Annual awards for no lost time injuries 2015
- **Rideau Asphalt**
OHMPA Annual awards for no lost time injuries 2015
- **Stittsville Asphalt**
OHMPA Annual awards for no lost time injuries 2015
- **Portable Asphalt Plant**
OHMPA Annual awards for no lost time injuries 2015

Ontario Hot Mix Producers Association (OHMPA) Annual Awards

Every year, OHMPA presents awards to individual asphalt plants recognizing them for going each year with no lost time injuries. Every year we submit the different asphalt plants for this award and once again in 2015 all the plants received this award.



Ontario Hot Mix Producers Association

Ontario Stone Sand & Gravel Association (OSSGA)

OSSGA recognizes individual Quarries for operating each year and having zero lost time injuries. In 2015 all our quarries and sand pits achieved this award.

- **Rideau Quarry**
OSSGA Annual award for no lost time injuries 2015
- **Moodie Quarry**
OSSGA Annual award for no lost time injuries 2015
- **Stittsville Quarry**
OSSGA Annual award for no lost time injuries 2015
- **Tatlock Quarry**
OSSGA Annual award for no lost time injuries 2015
- **Brechin Quarry**
OSSGA Annual award for no lost time injuries 2015
- **How Ross Pit**
OSSGA Annual award for no lost time injuries 2015
- **Albion Pit**
OSSGA Annual award for no lost time injuries 2015



TOMLINSON'S COMPLIANCE OFFICER: COMPLYING WITH COMMERCIAL VEHICLE OPERATOR REGISTRATION (CVOR) GUIDELINES

The Compliance Officer at Tomlinson oversees the corporate compliance program, functioning as an independent and objective body that reviews and evaluates commercial motor vehicle issues and concerns within the organization.

They also ensure that senior management and all employees are mindful of the rules and regulations of the regulatory agencies, company policies, and that established procedures are understood and followed. They monitor daily compliance and ensure that the appropriate resources are available to investigate and resolve safety issue as they arise. The Compliance Officer is relied upon to be a liaison between management and employees and they lead by example through teaching, training and mentoring others to highlight the company's commitment to safety.

Some of the training and activities the Compliance Officer would lead might include:

- **In-Cab:** remedial training-assessing, reevaluating and making recommendations post collisions/incidents, evaluating pre-hires and report findings to management, and giving refreshers to existing employees on the Highway Traffic Act and defensive driving techniques
- **Spot Checks:** conducts regular in-depth Commercial Vehicle Safety Inspections, reports all outcomes to management and follows up on the upkeep
- **Skills On-Hand:** assisting and training existing employees on classification drivers license upgrades, shows effective and efficient vehicle inspection techniques
- **In-Class:** provides training to meet regulatory Highway Traffic Act standards under hours of service, vehicle inspection and cargo securement

The Compliance Officer monitors commercial motor vehicle fleet safety and commercial driver compliance ensuring that there is no conflict with the organizational goals or the Ministry of Transportation CVOR Public guidelines.

- Richard Holmes, Tomlinson's Compliance Officer

Coming Soon! Tomlinson's Safety Recognition Program

Safety is a Core Value at Tomlinson. We all strive to work safely, and ensure everyone has a safe place to work. The one desire of all companies is to have zero lost time injuries from workplace accidents. Employees should be recognized for their safety efforts and their actions to reduce lost time injuries. At Tomlinson, we would like to do just that! We will be implementing a new Safety Recognition Program.

The Safety Recognition Program is intended to recognize divisions within Tomlinson that meet milestone time periods with zero lost time injuries. The program is based on the hours a division works and the number of lost time injuries that division has had during a set period of time.

There are four different achievement levels – bronze, silver, gold and platinum. The longer a division works lost time injury free, the higher the level they will achieve. More details of the program will be sent out soon.



With every lost time injury prevented, our company as a whole benefits. Best of all, our workers go home just as they were when they came to work that day and every other day – that's the highest achievement level there is!



BRONZE

SILVER

GOLD

PLATINUM

Managing Safety with Certificate of Recognition (COR)

Certificate of Recognition, or COR as it is more commonly known, is a safety management system that is recognized across Canada and helps organizations manage risks, establish controls, and minimize the incidence of injury and illness to workers. This is accomplished through identifying, assessing, and controlling risks to workers in all workplaces. The scope and complexity of the management system vary according to the type of workplace and the nature of business. In some provinces it is mandatory, such as Alberta and Nova Scotia, and in Ontario it is a voluntary requirement.

COR focuses on 19 key elements, including:

- 1** Health and Policy Statement
- 2** Hazard Assessment, Analysis and Control
- 3** Safe Work practices
- 4** Safe Job Procedure
- 5** Company Rules
- 6** Personal Protective Equipment
- 7** Preventative Maintenance
- 8** Training and Communication
- 9** Workplace inspections
- 10** Investigations and Reporting
- 11** Emergency Preparedness
- 12** Statistics and Records
- 13** Legislation
- 14** Occupational Health
- 15** First Aid
- 16** Health & Safety Rep. and Joint H & S Committee
- 17** Workplace Violence and Harassment
- 18** Return to Work and Re-employment
- 19** Management Review

If it's voluntary, why is COR certification important?

Having a COR designation informs everyone, including our customers, employees, and the public, that we have a safety program that has been audited by a third party on an ongoing basis, and as safety is a core value it is only natural that we achieve this certification.

At Tomlinson, our President has directed all of of Tomlinson's divisions to achieve COR. As COR is based on WSIB account numbers, we already have a number of organizations that can achieve this. They are:

- 1** R W Tomlinson Limited
- 2** Tomlinson Environmental Services
- 3** Tomlinson Waste Management
- 4** Industrial Waste Division
- 5** Industrial Waste Kingston
- 6** Ontario Trap Rock
- 7** Tomlinson Ready Mix
- 8** Norterra
- 9** Greenbelt
- 10** Lystek

This system ensures we are either meeting or exceeding our legal requirement through the ongoing audit process. Perhaps most importantly, it also ensures a safe workplace with reduced injuries or property damage and it improves the public perception of the company. The biggest winner in this is the workers, regardless of their position.

The process to achieve COR requires input and support from all workers right up to the executive management group. Without that input and support, the certification could never be achieved. Like the old saying goes,

“YOUR CHAIN IS ONLY AS STRONG AS ITS WEAKEST LINK.”

PROMOTING SAFE DRIVING in Construction Zones

A new multi-platform province-wide campaign from ORBA kicked off on Victoria Day weekend to promote an important issue that – safe driving in construction zones, and it's already been seen more than 7.3 million times.

"Site Unseen" runs from Victoria Day through Labour Day and aims to create greater awareness with Ontario drivers, helping them to understand that construction sites are workplaces, and that acting safely is essential.

Three short videos, featuring construction workers in an office environment imitating reckless driving, leverage comedy to drive home the message that this behaviour "wouldn't happen in your workplace, and shouldn't happen in ours."

The videos are available now on ORBA's YouTube channel. Watch them at <http://goo.gl/uEpMMU>

"Speeding, road rage, distracted driving in construction zones can significantly impact someone's life," comments ORBA Executive Director, Geoff Wilkinson. "It's critical we

protect people that work in our industry. If we can save one worker's life this construction season, this campaign will be deemed a success."

Tomlinson's President, Kevin Cinq-Mars says, "With the summer season upon us and we deal with the increased traffic from long weekends, holidays, and our seasonal construction activities, we're proud to be a sponsor of the Ontario Road Builders' promotion of Safe Driving in Construction Zones. Ensuring the safety of our workers and the public is important – I encourage everyone to view them and reflect on the impact that reckless behaviour can have on the lives of our workers."

Learn more about Site Unseen at www.orba.org/site-unseen



How do we achieve COR?

Achieving COR starts with training, with each organization assigning a senior manager to represent Tomlinson as part of the COR process. This representative must attend a half-day course that covers the COR Essentials. In addition to the senior manager, an employee is assigned to be an internal auditor. They will also attend training, taking four separate courses:

- 1** COR Essentials
- 2** Basic Auditing Principals
- 3** COR Internal Auditor
- 4** Introduction to Hazard and Risk Management

After completing the training, we submit an application to register with the certifying organization, the Infrastructure Health & Safety Association (IHSA). Once registered, we're provided with an audit tool that allows us to perform an internal audit of our processes, completed by the internal auditor we've identified. This includes conducting interviews with managers and employees.

Once the interviews and the audit have been completed, everything is submitted to IHSA for approval, and an IHSA

auditor will conduct the same audit and interviews as our internal auditor in order to validate the results. To be successful, we have to obtain a passing mark, with an overall score of 80% across the 19 COR elements, with every element getting a result of at least 65%.

Certification is good for 3 years and an internal audit must be conducted and submitted yearly to IHSA. At the end of year 3 an IHSA auditor will come and conduct another audit, complete with interviews, and if a passing grade is achieved the certification is extended for another 3 years.

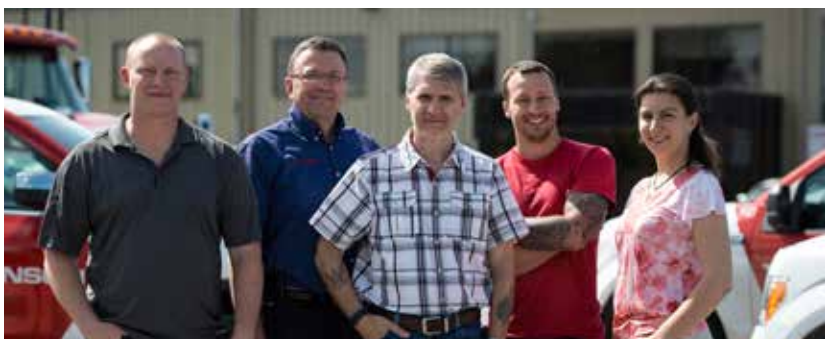
To date all the organizations listed above have been registered with IHSA. All have had their initial COR meeting to discuss what COR is and to familiarize the organizations with the audit tool. Initial audits, interview and audit reports have been completed for a number of the organizations.

A lot of work has been done already and all the organizations are hard at working improving on the areas that needed attention. The safety team has been busy assisting where needed and providing advice to assist in this process.

Thanks to everyone who has participated in the process so far!

Safety Training for Employees

A key component of safety is ensuring the workers are trained to properly and safely perform their tasks. The Safety Team has the ability to conduct a number of classes on a variety of topics, and providing this training keeps our team busy!



The Safety Team

Jerry Gibson, Richard Holmes, Chris Keeping, Luc LaRoche, Alisa Perlstein



The Safety Team provides training on:

- Working at heights
- Respirator fit testing
- Power elevated work platform
- Forklift
- First aid
- Surface miner Common Core
- Generic Frontline Supervisor
- WHMIS
- Lockout and tag
- Chainsaw safety
- Traffic control person

Over the last four years, we've given many courses to quite a few Tomlinson employees, with some attending more than one course:

Year	# workers trained	# courses given
2016 (to end of May)	1,109	113
2015	1,370	194
2014	826	156
2013	826	134

Did you know...

The Moodie Dr Asphalt Plant has been recognized by the Ontario Hot Mix Producers Association for 20 years with zero lost time injuries

Tomlinson consistently has a lower Lost Time Injury Rate than the Provincial average

CUSTOMER SHOWCASE:

Gilmour Street Trunk Sewer

The Gilmour Street Trunk Sewer project is bringing health and safety to the forefront, as Greenbelt tackles some unique construction challenges. The City of Ottawa selected Greenbelt Construction and Tomlinson to install new underground sewers along Gilmour Street, from Elgin Street all the way to the Rideau Canal. Work began in February 2016 and the bulk of the work is due to be completed this year, with the final layer of asphalt being laid in 2017.

A key feature of the project is a deep shaft located on the edge of the Queen Elizabeth driveway and a few meters away from the Rideau Canal. Completing the shaft required temporary shoring of the shaft to protect the workers inside. Once the shaft was excavated, Greenbelt then had to excavate a deep, horizontal tunnel which connected the shaft to the existing trunk sewer. “The shaft was narrow as well as deep – only 7 meters in diameter and 15 meters deep,” explains Lyall Steele, Dispatcher and Health and Safety Coordinator, Greenbelt Construction.

“NORMALLY WE WOULD HAVE MORE WIDTH TO EXCAVATE TO SUCH A DEPTH, BUT WE DIDN'T HAVE THAT OPTION. THIS IS THE DEEPEST EXCAVATION WE'VE PERFORMED TO DATE AND IT PRESENTS SEVERAL POTENTIAL DANGERS. FURTHERMORE, THE SEWERS ALONG GILMOUR ARE ALMOST TWICE AS DEEP AS TYPICAL SEWERS, AND ARE CLOSE TO HOUSING AND BUILDINGS.”

Access, egress, and air quality are some of the potential risks to the health and safety of those working on the project. “Needless to say safety is of paramount concern to Greenbelt for our own employees as well as our subcontractors,” says Lyall.

So, in order to meet the OHS requirements for safe access to the site, Greenbelt designed and built a ladder specifically for the project and is using cranes to lift employees in and out of the shaft. Secondly, since this is a long term work environment at a depth of 15 meters, Greenbelt is constantly monitoring air quality. Fresh air is pumped in and circulated properly at all times.

As if the health and safety concerns weren't enough, the City of Ottawa also requested a completion date of June for the shaft. Despite the aggressive schedule, Greenbelt and Tomlinson have managed to remain on schedule while addressing the health and safety concerns. “This has been a great team effort and we hope to be celebrating this first milestone soon,” commented Darrin Alberty, Project Manager, Greenbelt Construction.

And the lessons learned from this project will stand the team in good stead for the \$150 million tender they and Tomlinson have just won, in partnership with Dragados Canada. The City of Ottawa Combined Sewage Storage Tunnel (CSST) will require the excavation of even deeper shafts in areas where gas lines, utilities, and low overhead wires present obstructions. As Darrin comments, “This has been a great learning curve for the upcoming CSST project and the challenges we will face with even deeper shafts.”



EMPLOYEE SHOWCASE: Amy Fox

Amy Fox received the *Faces Magazine* Award for “Ottawa’s Best Receptionist” in 2016. She was nominated by her boyfriend Paul on the Faces website and through online voting - Amy won! She is now in her 5th year with Tomlinson and loves her role here.



the same time feeling like she’s part of an incredible team of people. Although she is at the front desk for the major part of her day and it can get very busy or loud, she jokes that she gets

She enjoys being engaged in so many different areas at Tomlinson – from being the first point of contact for anyone walking in, to helping out different departments with tasks they may have. She also enjoys the variety of what her position of a receptionist brings, at

to “close the doors to the hallways that lead to reception and have her own little area to herself”. She added that between the appreciation of employees, all of the company events that are held, training courses and other Tomlinson perks, this is somewhere she is happy to come to work and do her job every day.

WINNING THIS AWARD WAS TRULY AN HONOUR AND IT MADE HER AWARE THAT PEOPLE DO NOTICE THE GREAT JOB SHE HAS DONE AND CONTINUES TO DO EVERY DAY!

Unique Roles – Jerry Gibson



For Jerry Gibson, being a Health & Safety Officer is about much more than wearing a safety hat on site.

One of the unique aspects of his role is the variety. You could say he literally wears many different hats every day! Whereas most Health and Safety officers work in just one field, being

a Tomlinson employee means that Jerry has to understand the health and safety regulations and risks in several industries – from industrial, to construction, to mining. And that’s one of the reasons he loves his job. “I visit job sites, carry out inspections, oversee investigations and deal with authorities. I’m more than just a trainer. I am also involved in developing procedures, assessing training needs, auditing courses, deciding how to deliver training, and providing information to managers and supervisors, not just the workers.”

The role therefore demands a wide skill set with interpersonal skills top of the list. Prior to joining the Tomlinson team Jerry worked as a security specialist with Siemens Canada. He knew he would have to quickly become acquainted with the different health and safety regulations across all the Tomlinson industries but he has also found himself acting as a mediator and advocate when it came to investigating an accident or introducing new legislation. It’s this people side of the job that motivates him. “I don’t see my role as an enforcer of legislation. Our team is there to support all the groups in their daily activities to promote a healthy and safe work environment.” One way in which Jerry does this is by helping employees understand why they have to abide by certain new codes of practice. When the LRT project began there was a period of transition mediating between workers and contractors as to the new health and safety requirements of the job. Jerry’s patience working through the changes has paid off. “I’ve seen a positive shift in the safety culture over the years. Employees see it as part of daily life, they understand its importance. That’s job satisfaction.”

Co-op Students and Interns at Tomlinson

This year, Tomlinson partnered with our local college and universities to hire a number of co-op students and interns. This is a great opportunity for the students to learn about the industry through their work with Tomlinson, and for Tomlinson to gain fresh and innovative ideas from the students. This is a huge undertaking as a company, as we are coaching and mentoring our next generation of engineers, professionals and leaders.

In order to graduate from a co-op program, you must complete four co-op placements of four months each, or one placement of 16 months. So, finding a placement is a top priority for these students.

We had four available engineering positions across three divisions including our City & Commercial, Heavy Civil, and Greenbelt. Overall, we received more than 100 applications from students studying at Algonquin College, Carleton University and University of Ottawa. The talent from all of the schools was impressive, which made the selection process challenging for the hiring committee. After interviewing our top eight candidates, we selected Katie Chu (University of Ottawa), Evan Nowosad (Carleton University), Riley Smith (Carleton University), and Lakmal Herath (Carleton University).

Since starting their placements with Tomlinson, we have received very positive feedback from both management and the students themselves. Riley Smith, whose placement is at

Greenbelt says "it's a fast paced, challenging work environment. There is a tremendous wealth of knowledge here and a great opportunity to learn." Lakmal Herath who has been placed in Heavy Civil shared "I think it's great to work with people who care about their company".

In addition to the engineering co-op students, we also took on three business interns. Cordel Gallichon-Driscoll joined the accounting team, while Conor McLeod and Milissa McDowell joined the HR team. Internships are unpaid positions, where the students gain industry knowledge and exposure to real-world tasks. Milissa, who's now been hired for the summer, says "working at Tomlinson is a good experience. It's a large company, so I've had a broad exposure - much more than working at a lot of other companies. Plus, it's a great working environment".

We look forward to watching these students excel in their placements over the summer months and are happy to have them join our team!

BURSARY WINNERS TO BE SELECTED SOON!

We would like to thank everyone who applied for this year's bursary awards.

Many excellent applications have been received and by July 29th we will have completed the assessments of the applications. In mid-August Human Resources will be contacting all of the candidates with the results of their application. The bursary cheques are then mailed out in two stages, with the first cheque sent at the end of August and the second at the end of January.

For those of you who are not familiar with the Tomlinson Group Bursary Program, the objective is to financially assist immediate family members of employees or seasonal employees who are enrolled in a recognized post-secondary institution. The goal is to provide students and employees with the financial resources necessary to be successful both academically and financially during their post-secondary education.



TOMLINSON UNIVERSITY
BUILDING TOMORROW'S LEADERS

Consideration is given to the course of study that the student is enrolled in. For example, students who are enrolled in courses that relate to the industries that Tomlinson is involved in will be given special consideration. However, students of all different fields of study are eligible and encouraged to apply. Tomlinson believes in training, education and development of our employees as well as their children.

NEW FACES AT TOMLINSON

PATRICK TUEPAH // TYLER MILLS // KEITH GIBSON
 CHARLES EMSLEY // REMY LEONARD
 JAMES ENRIGHT // JEREMY COLE // ERIC MITCHEL
 MITCHEL HENSELMANN // MITCHELL MORDEN
 JOSE OLVERA // RILEY SMITH // TREY SUDDARD
 FRANCISCUS W. HURKMANS // MICHAEL MENDONCA
 MARTY MCCAIG // KAYD SIEMENS // KRAYG SIEMENS
 JONATHAN SPEEK // RYAN VISNESKIE
 ROBERT RODRIGUES // MARK ARMSTRONG
 STEVEN HITCHCOCK // JOHN VALLIQUETTE
 TRAVIS YACH // CHAD COTE // MITCHELL HELPS
 MARK KINGSBURY // SYLVAIN NADON
 MAYA MATHESON WYSOKINSKA // MELANIE NOLAN
 ASHTON BRODOFSKE // KATHLEEN CHU
 THILINA LAKMAL HERATH // TYLER JONES
 PARDIS MAHDIANKHALILI // DAWN HOUSE
 MILISSA MCDOWELL // NATHAN WALKER
 ADAM MCGRATH // EVAN NOWOSAD // KOHL SIEMENS
 KARLA CASTANEDA // MEGAN MACCASKILL
 NEIL BEAUVAIS // CAMERON BLACK // JAMES ARMSTRONG
 DUNCAN DEVRIES // BRETT CROMWELL
 MATTHEW WELLS // ZACH SMITH // RAYMOND JOLY
 ANDRE LEROUX // RANDALL DAVIES // WILLIAM DOAN
 KALE SAUVE // RYELY SHOUP // PHILLIPE GERVAIS
 DANIEL LALONDE // DANIEL ROBINSON // NADIA ALEINIK
 TESSA PARKER // ANDRE BERCIER // RONNIE LEROUX
 WINNIFRED SPUEHLER // DAKOTA ZITO // ERIC GRECCO-LEBLANC

ERP Update

In the previous edition of the Tomlinson Times, we discussed the Request for Proposal (RFP) sent to nine prospective ERP vendors. Since that time, we have made significant progress in the project.

Firstly, we are pleased to announce that Michael Clement has accepted an offer to join Christopher Flann, Bert Hendriks, Vince Siemens, Matt Blake and Mike Evans on the ERP Selection Committee. Michael's knowledge and experience will not only add the Environmental Services prospective to our evaluation process but will add to our vision to choose and implement the solution with the optimal fit for the entire Tomlinson Group.

As mentioned, the RFP was sent to nine prospective vendors representing eight ERP solutions. In addition to reviewing the RFP documents prepared, we asked each vendor to give a three-hour overview presentation to the Committee of:

- The firm who is proposed to implement the ERP
- The ERP solution itself
- The proposed implementation methodology and timeline
- The initial budget for implementation
- A brief demonstration of the ERP

Through these presentations, we were able to pare down the nine vendors to four possible vendors. From this list of four, we performed a series of reference calls with companies who have implemented the proposed solutions. The reference calls provided another level of perspective as to the viability of the proposed solution and the implementation partner.

We are pleased we are now down to three potential ERP solutions with their respective implementation partners (in no particular order):

- Microsoft Dynamics AX to be implemented by Avanade
- SAP Business All-in-One to be implemented by Illumiti
- Oracle JD Edwards to be implemented by ISP3

At the time of writing of this article, each of the vendors has been performing Discovery Sessions to glean additional information not only about the 1,020 requirements included in the RFP as well as Tomlinson itself. Each vendor will then prepare a two-day Tomlinson-specific demonstration of their proposed solution to an extended group of approximately 30-40 key Tomlinson users.

WANT TO KNOW WHAT HAPPENS NEXT?

In the next edition of the Tomlinson Times, we will provide an update on the vendor presentations and the final steps leading into the commencement of the ERP implementation. Do you have questions or comments?

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

Curious about what materials actually go into making a road?

Check out the Tomlinson Rocks video, where we share how each of our divisions come together in order to create high quality Roads, Runways, Railways and Bridges.

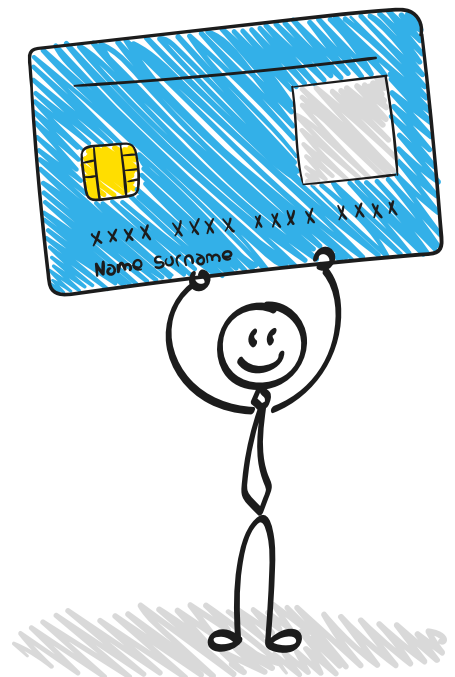
Watch now at: goo.gl/5mDMUj



New! Tomlinson Employee Discount Card

Recently employees received their first Employee Discount Card. In addition to Tomlinson products and services discounts the card enables employees to access discounts on various products and services from some of the vendors that we deal with on a regular basis. The idea for this program came from several of our employees at our fall Employee Engagement Survey meetings.

We are happy to be able to offer this program to our employees and look forward to building out the program in the future. A few of the program participants include Milano Pizza, D&H Fencing, C&N Electric, Wallace Service Centre and Bob Thompson Jewellers. Look at the back of your card for a full listing of participating companies.



IF YOU HAVE QUESTIONS OR RECOMMENDATIONS ABOUT THE PROGRAM PLEASE CONTACT HR@TOMLINSONGROUP.COM

New Headquarters Update: **THE CORE**

The CORE – the center, the heart, the home – these are all words that come to mind when we hear The CORE. For us, the Central Operations for Results and Excellence will be The CORE of Tomlinson. It is the name of new office that will bring so many of us together into one leading-edge facility.

Planning is well underway for our new home – site plans are in the final stages, drawings are being developed and the permit process has started. If all goes well, and we hope it does, we can break ground before the fall.

The vision for this move is to continue in our pursuit of higher employee engagement for our Red Army team. Bringing more of our people together in one space will help us to build a stronger Tomlinson. We hope to be creating more open communication, increasing interaction between teams and building upon a culture of high performance.

At the new facility, look for areas designed for innovative and collaborative thinking, quiet spaces, exercise and workout space and nutritional break areas. Throughout the entire

building we will have free-flowing workspace creating greater connectivity between departments. There will be lots of natural light, training areas and state-of-the-art environmental systems.

We know bringing employees that currently work in nine different buildings together into one space will be a major adjustment. We believe this will create new working conditions, new collaborative ways of doing work and also new friendships. We believe this coming together will make us stronger at the core. We need to remember our vision – to be the strongest civil infrastructure and environmental service company in Eastern Canada. **This is just part of the journey!**

EMPLOYEE SURVEYS FOR 2016

For 10 years Tomlinson has been doing an annual employee survey. The feedback we've received during surveys has helped guide the company to make decisions that benefited both the employees and Tomlinson such as adding an Employee Assistance Program (EAP), adjusting the vacation benefits, increasing the RRSP/DPSP contributions, Tomlinson University courses and bursaries and just recently introducing an employee discount program partnered with some of our vendors.

The survey has told us where we are managing our locations well and where we need to improve. We are proud of the fact that in 2015, our overall employee engagement score was 75% which is in the top quartile for our benchmarking group.

Over the past 10 years survey methodology has changed. Methodology has moved from employee satisfaction surveys – are you happy at work – to employee engagement surveys – are you inspired to do your best work. Methodology moved from purely paper-based surveys to a combination of on-line surveys and paper-based surveys. Survey professionals, such as TalentMap the company that Tomlinson partners with, and use of benchmark data have brought more validity to the survey process. Another change is that the survey industry has also moved to **Pulse Surveys**.

A **pulse survey** is different than traditional employee survey in that a pulse survey is brief, more specific and is conducted on smaller, pre-defined employee groups.

This year we will not be conducting our traditional Employee Survey, but we will be conducting a couple of shorter pulse surveys with a limited number of teams. This will give us focused information to see if some of the changes we've made during the past year have made an impact on those teams.

For the larger group of employees, we want to avoid survey fatigue. Plus, with some of the changes we've made it takes time to trickle down throughout the company to start really feeling the impact of improvements we are trying to make. For 2016, we will not be having the full employee survey across all groups, but holding pulse surveys for some of the teams. In 2017, you can expect to see the full employee engagement survey again, so we can see where our successes are and where we can continue to grow and improve. Holding employee engagement surveys every two years is a best practice supported by surveying companies like TalentMap.

We continue to encourage each employee to speak up and tell their supervisor what's on their minds. We don't want you to feel you need to wait until there is a formal survey to be heard. If you're not sure how to approach your supervisor or you have an idea about a change you'd like to see you can always contact hr@tomlinsongroup.com as a starting point.



Ron Tomlinson and Kevin Cinq-Mars are committed to visiting as many sites again this year as possible to meet with employees, check-in with them and provide an update on the business. They are also committed to continuing to drive employee engagement even higher by building upon our employee growth opportunities, culture of innovation and keeping everyone informed of what our long term vision for their division and the company is and what part you play in that vision.

SWEET TREATS TO HELP FT. MCMURRAY



Like many others, Tomlinson employees were very moved by the destructive images of the fires around Fort McMurray.

To help with the relief efforts, the Power Road office held a bake sale. In just a few hours our myriad of sweet treats raised \$465 for the support efforts. Thanks to everyone that baked goods, bought goods and ate goods, and big thank you to Sherry Harding for organizing the efforts.

A GREAT TIME AT THE WSP Sens Foundation Celebrity Cup!

The Tomlinson Red Army Hockey Team had an amazing time at this year's WSP Sens Alumni & NHL Celebrity Cup Hockey Tournament! A fun experience that also raises funds for a great cause.

On Thursday, April 14th, the Tomlinson Red Army team took part in the celebrity draft for the WSP Sens Foundation Tournament. Raising nearly \$200,000 in total, the event supports the Senators Foundation's efforts to give children and youth in the community opportunities for social recreation and the resources to be physically fit and mentally healthy.



This year's Tomlinson team captain, Rich Duguay, had the chance to head up on stage at the event and select a celebrity draft pick. With the help of Danny Vaughan from Novatech, the team selected two-time Stanley Cup champion Brian Skrudland. Brian first won the Stanley Cup with the Montreal Canadians in 1986 and then again as a member of the Dallas

Stars in 1999. He was also a finalist for the Selke Trophy in 1994 during his time with the Florida Panthers. He holds the NHL record for the fastest playoff overtime goal in NHL history for scoring the overtime winner in 0:09 seconds in Game 2 of the Stanley Cup Finals in 1986. Brian was never drafted into the NHL, so he made sure to tell everyone in attendance at the WSP Draft on Thursday evening, that he was extremely happy to be drafted for the very first time by the Tomlinson Team.

Brian made the event a truly fun experience for all the clients playing on our Red Army Team. He was not only funny, but shared many great stories and hung out with our team all throughout the event, making it very special for all of us. He's a real ambassador for the game of hockey and overall great guy.

A great time was had by all!



CARLETON UNIVERSITY ENGINEERING TAKES A TOMLINSON FACILITY TOUR

On Friday, April 1st, 2016, the Tomlinson Group of Companies hosted 2 separate groups of Civil and Environmental Engineering students from Carleton University.

We provided guided tours of the Tomlinson Rideau Quarry, including our aggregate operations and rock crusher capabilities, Tomlinson Asphalt plant, our material testing laboratory and the Tomlinson Industrial Waste division's management facility.

Carleton University offers a SEE program (Student Experience and Engagement) and this was an excellent opportunity for the Tomlinson Team to show just a few of the many aspects of our growing company. It also allowed us to showcase the comprehensive range of products and services from the management and construction of civil infrastructure to environmental services, including waste management, recycling and LEED certified materials management that allows Tomlinson the opportunity to provide the very best of materials and services in our goal of exceeding all expectations.

Each Tour was separated into 4 groups, with a stop for beverages and pastries during the tour. Take home items were provided for the students so they could better understand the scope of our company and the many other divisions included in the Tomlinson Group. A special thanks goes out to Roxanne Ambo – RWT Sales Coordinator, Andrew Renia –

RWT Quarries, Kenny Feeny – RWT Aggregates Projects, Matt Muzzi – IWD Operations, Jeff Stanley – RWT Aggregates, Dave Gervais – Rideau Asphalt Plant, Paul Charbonneau – RWT Lab and Tomlinson V.P., Bert Hendriks, Carleton University Alumni for their efforts in making the day a success and representing the professionalism our brand is known for.

- Richard Duguay



SAVE THE DATE! Calling all slow-pitch players

....and those that just like to have a good time!!!

Tomlinson Family Foundation will be hosting the *Red Army Slow-Pitch Tournament* on Saturday September 17th to help raise funds for local charities.

Players need to be 18+. The event is open to employees, significant others and children 18+. All calibre of players are encouraged to play, we will be hosting two divisional pools.

For high school students looking for volunteer hours, we will have a number of positions available for them.

There will be more details to come. Please RSVP to slow-pitch@tomlinsongroup.com, so we can start to gauge general interest level from our employees and their spouses, before we open the event up to outside players.

WHEN

Saturday September
17 (rain date Sept 18)

TIME

9am to 6pm

LOCATION

Leitrim Park



KIDS KORNER

Spot the
difference!

Unscramble these
SAFETY WORDS!

E H E M L T

G I S N

T F E A Y S

BEFORE



AFTER: FIND 5 DIFFERENCES IN THE PHOTO



1. TOMLINSON name removed from arm of equipment on left 2. Writing on grey sign on side of building 3. Pylon far right is removed 4. Equipment number is missing from right 5. Lights have been removed from top of building

