



HELPING CANADA TO CELEBRATE 150 YEARS: THROUGH TOMLINSON'S COMMITMENT TO INNOVATION

With our long history and strong local presence, Tomlinson has shown itself to be a company which invests in the place where we live and work. Together with this investment is our commitment to innovation.

These two guiding principles have led the company to partner in many strategic projects across the city to help make it the fantastic capital city it is today. As Ottawa heads up the country's celebration of 150 years since Confederation, we should pause and look back at the way Tomlinson has contributed to some of the city's innovative projects and its impact on helping to create a technologically advanced, sustainable and attractive location for residents, business, government and tourists alike.

Having been in business for over 60 years it is hard to choose which projects to showcase. Here are just a few which

demonstrate Tomlinson's commitment to making Ottawa an innovative and sustainable city.

CHURCHILL AVENUE – OTTAWA'S FIRST 'COMPLETE STREET'

This award-winning project was opened early and on budget in November 2014. The goal of the \$21.4-million integrated road, sewer and water rehabilitation investment was the city's first 'complete street' with unique features for all users - pedestrians, cyclists, motorists, and public transit users. The paved asphalt bike lanes on this 1.2 km route are particularly innovative since they are separated from the road by a curb, and are predominantly one-way, following the direction of traffic. The result is a safer street for all users.

It is no surprise that the street won the Award for Excellence (community category), in the City of Ottawa's 2015 Environmental Excellence Awards.



MESSAGE FROM THE CEO

INNOVATION – CREATIVITY, OPEN TO CHANGE, FINDING SOLUTIONS WHERE OTHERS SEE BARRIERS.

Growing up I was always looking for a way to change things – taking things apart, tweaking them, and sometimes even getting them back together! I was always looking to do things better, faster and easier. Some may argue I change things just for the sake of change.

When we look at innovation in the workplace it takes on many forms and nothing is sacred. It is vital we are on the leading edge in our business. It simply goes to the old adage to work smarter, not harder. This is what keeps us ahead of our competition.

Innovation needs to come from the grass roots to really take hold and see change happen, which is why we are going to change our innovation awards process. Instead of rewarding individuals or groups after the fact, we are looking to support initiatives up front with time and funds that would be required to see projects come together – working with groups in the incubation of ideas to move them forward in the workplace. I think the most effective way to do this would be to form a small technical group at the field level to evaluate the ideas, propose funding requirements and be responsible to make the ideas come to fruition. Realizing ideas come from all areas the teams would be built based on the business units and the technical requirement of the IDEA.

If you're interested in being part of the innovation Think Tank let me know. Your thoughts, ideas and critiques on this are appreciated. Please forward them directly to innovation@tomlinsongroup.com.

Ron Tomlinson, CEO

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It was also a finalist in the Transportation Association of Canada (TAC) 2015 Sustainable Urban Transportation Award for its innovation.

Many of Tomlinson's divisions participated in the successful re-construct of Churchill and we are currently working on another 'complete street' concept - Queen Street - where the wider sidewalks will allow more space for pedestrians and cyclists, as well as create space for benches, street art, street furniture, and over 60 new trees in the heart of the city.

THE WASTE RECOVERY CENTRE – INNOVATIVE RECYCLING AND RECOVERY

Tomlinson opened the doors to its state-of-the-art recycling and recovery centre in Carp in May 2016. With construction & demolition recycling, traditional blue & black box recycling, electronics & appliances recycling, and a waste transfer station, this facility is the most technologically advanced in North America. It is able to divert at least 80% of construction materials from landfill, helping to make our city greener and cleaner.

Mayor Watson welcomed the initiative and presented Tomlinson with a certificate recognizing the company for the innovative centre. "Tomlinson is the epitome of a great local community-minded company. I just want to say thank you for doing this because we can't keep burying our garbage," he said.

The facility is about to celebrate its first anniversary. It has the capacity to process more than 50 tonnes of waste per hour, and up to 500 tonnes per day. Tomlinson is constantly looking for innovative ways to deal with the waste we produce and its range of environmental services include the conversion of organics and biosolids into usable products like fertilizers and compost.

GIVING BACK TO THE COMMUNITY

Aside from investing in transportation infrastructure and environmental services, Tomlinson has always believed strongly in giving back to the place where we live and work. The Tomlinson Group and its fund-raising 'Tomlinson Red Army' are constantly donating their time and efforts to make life better for Ottawa residents.

Since 2013, Tomlinson's 'Red Army', a team made of almost 300 employees and corporate sponsors, have cycled to raise \$657,750 for the Ottawa Hospital Foundation's cancer bikeathon, "The Ride". The company has also provided logistical support for the event, pulling in expertise and resources from several divisions to deliver course lighting, electrical generators, vehicles, washrooms, waste bins, and gravel. On December 1, 2016 a team of Tomlinson employees slept outdoors in freezing temperatures in a tent at TD Place Stadium. They were part of the Youth Services Bureau's YSB Annual SleepOUT for Youth event – to raise money and awareness of youth homelessness – which attracted a record \$230,000 for the cause. The Tomlinson team themselves raised \$6,946.

These are just a few examples of the many events and causes the company supports. The Tomlinson Family Foundation organizes several other initiatives to support local charities and is spending \$1 million on five projects to revitalize community parks in Ottawa,

such as the outdoor skating rink in Kanata's Meadowbreeze park. "Ottawa has been very good to the Tomlinson Group of companies and its people, and we want to give back in any way we can," said Cindy Tomlinson-Keon. "After all, this is our home too."

LEADING-EDGE TECHNOLOGY

Part of Tomlinson's commitment to innovation is investing in cutting-edge technology. Just one example is the use of GPS. All of Tomlinson's Ready Mix trucks are outfitted with a Global Positioning System (GPS) tracking system. This complementary service enhances efficiency and productivity by allowing our customers, dispatchers and project teams to track the delivery of concrete to their job sites in real-time at Tomlinson-Live.com.

DRAGADOS-TOMLINSON'S COMBINED SEWAGE STORAGE TUNNEL (CSST) – CLEANING UP THE OTTAWA RIVER

Many of the city's innovative projects are benefiting both the residents and the environment as they make the capital more ecologically sustainable.

The Dragados-Tomlinson Joint Venture is another example of just that. As part of its Ottawa River Action Plan, the City of Ottawa awarded \$170 M over three years to Dragados-Tomlinson in July 2016. The new sewage tunnel will improve the city's storm water management system. It will reduce the frequency of sewage overflows into the Ottawa River during major rainfalls and decrease the risk of basement flooding for several low-lying lands in the core of the city.

Construction has begun on the project, which will include two tunnels, each about three metres in diameter, stretching over six kilometres under the city core. "What this finished system

will do is receive and hold up to 43.6 million litres of sewer flow," Paul McCarney, Vice President, Business Development explains. "The tunnel will then direct the flow in a controlled fashion to the treatment facility where the flow will be treated. Once clean, it is suitable to be discharged slowly into the river."

LEES AVENUE BRIDGE – AWARD WINNING RAPID LIFT REPLACEMENT

As well as contributing to sustainability, many of Tomlinson's projects enhance access for pedestrians and motorists.

One of the key challenges for any city is providing important upgrades to transportation infrastructure while maintaining access during construction. In June 2014 Tomlinson had just over 24 hours in which to remove Lees Ave bridge in preparation for its replacement later in the summer. The team exceeded expectations when they removed the bridge and had the 417 fully open in just 17 hours, well ahead of the original deadline. Twelve weeks later the team did it again. At 2,100 tonnes this was the heaviest bridge in North America to be moved using rapid lift technology and Tomlinson's workers installed the new bridge one hour ahead of schedule so that the 417 could be accessible for users.

The bridge went on to win the prestigious Ontario Steel Design Award of Excellence (bridge category), at the Ontario Steel Design Awards Gala, on April 26th, 2015.

WITH CORE VALUES SUCH AS TEAMWORK, INNOVATION & ENVIRONMENTALLY CONSCIOUS, Tomlinson continues to invest in projects in our city which will make our capital an attractive place to live and work in.

HAPPY BIRTHDAY CANADA!



ALL FOUR ASPHALT PLANTS Receive Trillium Award Status from the Ontario Asphalt Pavement Council

By Tim Vizena, City Division Manager

In recognition of recent efforts and continued excellence from the Asphalt Plant staff, I would like to congratulate all four asphalt plants – Rideau, Moodie, Stittsville and the Portable plant – for receiving Trillium Award status from the OAPC (previously Ontario Hot Mix Producers' Association). Our plants previously received the Trillium Award status in 2002 and 2007. We reapplied again in 2016 and all four plants were successful!

The application is comprehensive and requires many photos and a 5 minute video of each plant identifying plant conditioning and cleanliness. Achieving Trillium status is a testament to the operational efficiency of each of our asphalt plants, and also the pride taken by the plant staff in performing their work and maintaining the plants.

The following is an excerpt from the OAPC website describing what it means to be a recipient of the Trillium Award:

“In 2002, OHMPA created the Trillium Award, which recognizes those plants that go above and beyond the already “gold” standard required by industry regulations. The Trillium Award sets the standard by which all others are judged; good plant operators who are also good corporate citizens. Trillium Award applicants complete a rigorous assessment process to meet high standards in:

- Appearance
- Operations
- Environmental (fuel storage, the use of the Environmental Practices Guide and Emergency Response Plans)
- Safety
- Permitting and Compliance (including spill prevention and attention to visible emissions)
- Community Relations
- Industry Participation

Since 2002, 68 plants have earned the Trillium Award and 47 have been recertified.

While other industries are just beginning to introduce eco certifications and “gold” standards, the hot mix asphalt industry has been way ahead of the curve, already meeting the strictest of guidelines. When a plant earns a Trillium Award they are recognized as being the best of the best.”

**CONGRATULATIONS TO THE ASPHALT PLANT
DIVISION FOR YOUR CONTINUED EXCELLENCE!**



Increasing Efficiency and Reducing Costs with Trimble GPS technology

With the introduction of GPS technology, traditional survey techniques have changed dramatically in the past fifteen to twenty years. Even with recent adoption of this technology, the transfer of information from field to office, or office to field, required site visits to do so, making the transfer of information very time consuming. Imagine a change being made to drawings for a job site located 45 minutes from the office, requiring the field staff to stop working until a USB stick is driven from the office to the field and uploaded onto the survey equipment. Not anymore! Tomlinson is using Trimble GPS technology to do all of this remotely.

At a presentation in November 2016, TJ Hendriks demonstrated the power of one of Tomlinson's recent investments: the Trimble GPS survey equipment and software. In his presentation, TJ used a real life example based on the parking lot drawings for 'The CORE', the new Tomlinson headquarters currently under construction. In front of the audience he opened up the drawings on his computer, deleted an island from the parking lot, then offset some line painting to fill out the area where the island was found. Immediately after, he used the Trimble HCE Software and Connected Community software to upload the revised drawings to the cloud and then to the three rovers he identified in the field requiring the revised drawings. And all this from the comfort of a Las Vegas meeting room! The audience were understandably impressed.

The technology can also be used to gather data on site to be sent, via a cloud, to the office. The handheld Trimble GPS Data Collector, or 'Rover', collects data on the layout of a construction site – for example: location, elevation, and layout. This information is then uploaded to the cloud, which the Survey department can access from their office and make necessary changes to As-Built drawings or gather information for billable quantities.

This innovative practice not only saves trips back and forth to site but most importantly saves time and reduces delays. “Crews are increasingly adopting this technology and remark on the efficiency of the handheld devices, which of course translates into efficiency for our customers. It is impressive to see how TJ has been able to advance this technology and save the company a tremendous amount of money by avoiding having to run out to the field every time an update is made to drawings,” said Ivan Levac, Assistant Manager, City Division. With his advanced knowledge and understanding of the technology and process, TJ has even been able to make recommendations to Trimble, who has assured him his recommendations would be implemented to the software.

The handheld devices are being used in at least 75% of jobs and there are plans to install the technology directly onto machines and equipment in the future for increased efficiency.

ZERO LOST TIME INJURIES: TOMLINSON RACKS UP FIVE AWARDS

In February 2017 Tomlinson won our fifth President's Award from the Infrastructure Health & Safety Association (IHSA). **This time, the Sewer / Watermain Division received the recognition for 250,000 hours completed with no lost time injuries in 2016.** In December 2016 the RWT division (which includes aggregate/trucking/asphalt plants/garage/City and Highway Civil operating units) achieved the same award. Both divisions join Environmental Services, Waste Management, and Ready Mix in achieving this prestigious status.

"This award reflects the commitment to Safety – one of our Core Values - and the efforts of the workers and management of Sewer/Watermain and RWT," 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."

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.

CONGRATULATIONS TO THE DIVISION!



COMPLETION OF THE ORLEANS WATERMAIN LINK: INNOVATIVE TECHNOLOGIES PROVIDE SECONDARY WATER SOURCE TO GROWING AREA OF THE CITY

Tomlinson's Sewer / Watermain Division has finished work on the final phase of the Orleans Watermain Link. The \$15,000,000 project, which began in 2014, was a significant one for the City of Ottawa as it provided a much needed secondary source of potable water for the growing eastern part of the city. The aim was to install over 8,000m of multi-diameter watermain to improve the reliability of water delivery to the area. With 110,000 residents and only one large feeder main providing water, this was a much needed provision.

Completed in the fall of 2016, this phase of the project had four main parts:

- Installation of over 4.5 km of large diameter concrete pressure pipe watermain (Tomlinson Sewer / Watermain)
- Watermain cured-in-place lining (Aquarehab Inc.)
- CSP culvert cured-in place lining (Clean Water Works Inc.)
- Concrete box culvert rehabilitation (RW Tomlinson)

One of the interesting aspects of this project was that it brought together not only the traditional open-cut method, but also various trenchless technologies. From a project management point of view, it was as though four separate projects had been rolled into one contract. The Tomlinson team needed to liaise with the designer, the subcontractors and the City on all four jobs. This had to be done on a tight timeline and required strong collaboration between all partners.

There were several other challenges. From a **technical** perspective, this project was the longest and largest Horizontal Directional

Drilling (HDD) job of its size ever completed in the Ottawa area. The watermain also had to cross **environmentally sensitive** features such as Billbury Creek and Green's Creek, as well as **busy routes** like Highway 174 and the Rockcliffe Parkway, with **difficult soil conditions** in some areas.



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CUSTOMER SHOWCASE:

Implementing Innovative Projects in Ottawa with Regional Group

With several projects on-going and more in the works, Regional Group (RG) represents a significant customer and partner for Tomlinson. One of the things which has brought the two companies together is a commitment to innovation and excellence. Regional Group has a long history of planning excellence in the Ottawa area. Their subdivisions (Equinelle in Kemptville, Fernbank in Stittsville, and Greystone on Main St) are widely recognized as well-planned communities.

Regional Group completed the planning for the **Citigate Corporate Campus**, where Tomlinson's new headquarters, The CORE is situated. Tomlinson Development Corp. is part owner of the campus and is completing all of the infrastructure work on the site. What sets this location apart is the way in which the two companies have planned for the future. RG decided early on in the planning stages to build all the core infrastructure in advance of users actually arriving on site. "We had a clear vision for who the park would serve. We wanted to make sure all the services and amenities are set up ahead of time so that when customers move in, everything is ready for them," explains Josh Kardish, Manager of Land Development for the Regional Group.

This partnership translated into significant servicing works for many Tomlinson Divisions including Sewer / Watermain, City and Commercial roads, Aggregates and Ready-Mix.

Regional Group showed their expertise in obtaining approval for all on-site infrastructure design and approvals along with the widening of Standherd Drive and realigning the O'Keefe drain. A piece of the land has been sold to Trinity who are creating a commercial development in the heart of Citigate. There is an Autopark being developed at the extreme south end of Citigate with many of Ottawa's leading dealers present. All new inhabitants will benefit from greenspaces, walking trails, amenities, and recreation – all of which were designed and planned by RG ahead of time.

Another innovative project underway is Remer Lands located south of Findlay Creek. RG is the master planner of the 150 acre site where 1,200 new homes will be built. Tomlinson is a partner in Remer and is completing the servicing needs. "Tomlinson is great to have as a contractor on site," Josh Kardish says. "They are responsive and professional. They understand the need for quick decisions in order to gain quick approval." RG's home building division (EQ Homes) will build on their share of lots, along with co-tenants Phoenix Homes and Richcraft Homes. Once again, RG has adopted an innovative, long-term approach to this subdivision. Josh Kardish sits on the Executive Board as 1st Vice President of the Greater Ottawa Homebuilders and has been very active as a representative of the homebuilding and development industry. His commitment to excellence and sustainability shows in the group's

planning. As with Citigate, the master plan incorporates a mix of housing and commercial land uses for ultimate convenience.

More importantly though, RG is ensuring their construction protects the adjacent wetlands and forest long term. There is a large collection of endangered Butternut trees on the construction site which have to be removed in order to provide essential services to the subdivision. From the outset of the project, RG undertook rigorous monitoring, sought advice from third parties and spent one year planning how to compensate for the removal of the trees. As a result the group has secured the largest negotiated permit for removal of Butternuts in the province from the Ministry of Natural Resources, largely thanks to their innovative solution. They are building facilities in North Grenville for grafting of new Butternuts, and ensuring conditions for the species are favourable, as per the legal requirements. Regional Group has a great track record of responsible development that respects and integrates well with existing communities.



From left to right: David Kardish, Steve Gordon and Kevin Cinq-Mars

OTHER RG PROJECTS UNDERWAY INVOLVING TOMLINSON:

- Greystone, Main Street, Ottawa – Sewer & Watermain, Road Construction
- Fernbank – Sewer & Watermain, Road Construction
- Mill Run, Almonte – Partner & Service Provider
- Nichols Islands Lands – Partner & Service Provider

“Tomlinson always adds value on projects,” David Kardish explains. “Before finalizing the engineering they undertake a review. They find

things other engineers might have missed and suggest alternative ways to service things on site. They understand the big picture and we value them as a partner.”

“Strategically, Tomlinson looks to engage with partners that share a similar vision for a particular project as well as fitting in with our core values. Regional Group for many decades has proven over and over again that they have the right people for us to work for and partner with on complex projects,” says Kevin Cinq-Mars, President.



THE CENTURION CENTER: supporting businesses and the community

The Centurion Conference & Event Center is proud to be part of the Tomlinson Group of Companies. Under the leadership of Cindy Tomlinson-Keon, President and Sean McGrath, General Manager the “Centurion Conference & Event Center” is one of Ottawa’s busiest event venues and caterers. A 14-year Consumer Choice Award (Ottawa) recipient, the Centurion Center hosts over 1,000 events every year including such high-profile events as the monthly **Mayor’s Breakfast Series**. The Centurion Center is also active in annual Canada Day celebrations, serving over 8,000 people every July 1st at Major’s Hill Park in conjunction with the **Chicken Farmers of Canada**. Most Tomlinson employees will recognize the Centurion Center as the site for the annual **Tomlinson Christmas Party**.

In line with the Tomlinson Group mission and vision, the Centurion Center makes it a priority to contribute to important causes, events and community groups in Ottawa. The Centurion has supported community events such as the **Kiwanis Club of Ottawa West’s** annual 500 person Lobster Dinner (for 14 years) and **Madonna Della Risurrezione’s** 400 person annual church fundraiser (for 18 years). Other examples are the **Kaleidoscope of Hope’s** 300 person Gala, promoting youth mental health and suicide prevention, and the **Nepean Osgoode Community Resource Centre’s** 150 person yearly fundraiser which helps provide integrated social services for Ottawa residents. Further, the Centurion is active in encouraging the growth of the hospitality industry by working with the **Algonquin College Events Management Program**, participating in up to 9 events for students in the program yearly.

MORE INFORMATION ABOUT THE CENTURION CENTER CAN BE FOUND AT WWW.CENTURIONCENTER.COM.

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In order to overcome the technical complexity of the project, a variety of construction techniques were utilized. The majority, over 4km of the total 4.5 km, of the new watermain was installed by Tomlinson's Sewer / Watermain Division using the traditional open-cut method.

However, a variety of other innovative technologies had to be used to overcome the environmental and traffic challenges of the location. "The Orleans Watermain Link project is the first in Ottawa to use this many different trenchless technologies as part of one comprehensive solution. This cost-effective approach reduced environmental, social and stakeholder impacts and met the long-term developmental needs of the community," says Jeffrey Waara, Senior Project Manager, City of Ottawa.



HORIZONTAL DIRECTIONAL DRILL (HDD): GREENS CREEK & ROCKCLIFFE PARKWAY

When it came to crossing Green's Creek - a tributary feeding the Ottawa River - and the Rockcliffe Parkway, the designers opted for two separate directional drills to reduce the impact on the environment and to address a variety of other constraints.

"Originally, the design considered using two, shorter directional drills, but we proposed using one very long one instead - a 590m long 42" diameter HDPE watermain was installed 23m below the elevation of the entrance pit. With this, Marathon Drilling completed the longest horizontal direction drill of this size in Ottawa. They did a fantastic job for us," explains Darrin Alberty, Project Manager, Tomlinson Sewer / Watermain. "This innovative technique saved the City time and money and was one of the reasons we were successful in the bid." A number of trenchless technologies were also used, rather than open-cut approaches, to address the City's environmental concerns about the project and to limit disruption caused by the construction.

JACK & BORE TECHNIQUE: CROSSING HIGHWAY 174

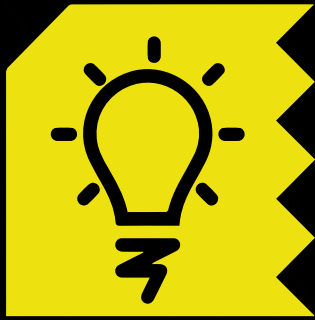
This technique was chosen for the crossing of the 174 over the open-cut method which would have caused much more disruption to a busy highway connecting several parts of the City to the East. 110m of large steel casing (60 inches in diameter) was installed this way, allowing for Tomlinson to house the watermain within it.

The team of contractors also used **cured-in-place lining** to rehabilitate on one of the water feeder mains as well as to rehabilitate 14 culverts rather than open cutting which would have greatly impeded the transportation network.



Along with the work undertaken by Tomlinson Sewer / Watermain, Tomlinson completed the concrete box culvert and road reinstatement. "This was a very challenging project but we had a strong team which included our Superintendents Luc Lemieux & Randy Sullivan, and Jeffrey Waara with the City, Gregory Chochlinski at Stantec as well as several key subcontractors, like Marathon Drilling that performed very well for us. It was this teamwork which was key to our success," says Darrin.





INNOVATION CONTEST RESULTS

**CONGRATULATIONS TO DAVID REA FROM LYTEK
FOR WINNING THE 2016 INNOVATION CONTEST.**

David designed and implemented a better approach to injecting steam in the reactor at Lystek's operating plant. The result was that they were able to process more material with fewer resources and also less stress. This design change can be implemented on future plants as well.

There were also 3 runner-up prizes. They went to:

- John Dedo from the Aggregates Division for his crushing tools
- Jason Jelley, Steve Mills, and Ken Lothian from Industrial Waste Kingston for their bracket for the Ultra-High Pressure Water Blaster
- Michel Pilon and Ryan Paquette from Heavy Civil for their bridge bearing hoist

Thanks to everyone who submitted an application.

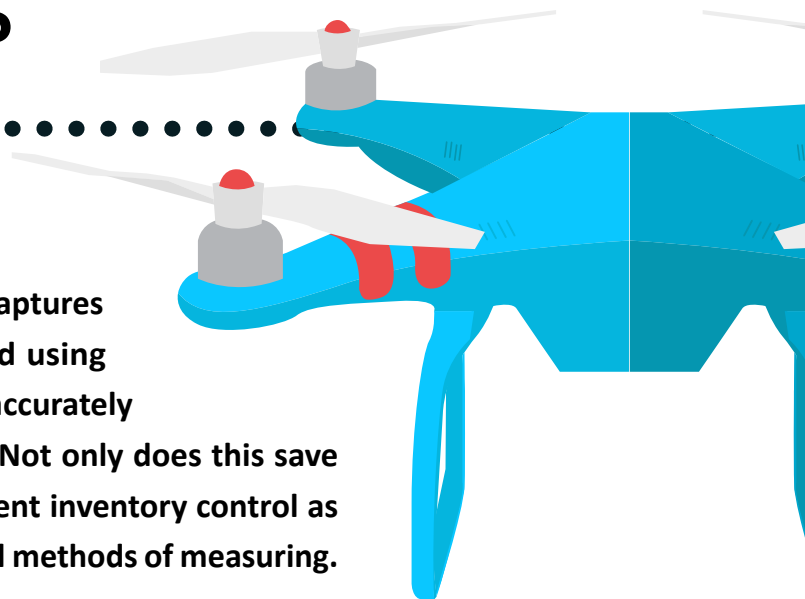
The applications were all excellent and the spirit of innovation is strong.

**If you have a great idea that you would like to discuss, please
contact innovation@tomlinsongroup.com**

DID YOU KNOW?

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**TOMLINSON USES DRONES TO MEASURE
STOCKPILE VOLUMES.** These drones are
deployed over a stockpile of aggregate. The drone captures
aerial data and photos which are then processed using
software. As a result, staff are able to quickly and accurately
see how much stock they have at any given time. Not only does this save
time and labour, it also leads to better, more efficient inventory control as
the data held is much more accurate than traditional methods of measuring.



QUEEN STREET STREETSCAPING RENEWAL: LEADING THE WAY WITH ONE OF OTTAWA'S FIRST 'SHOWCASE STREETS'

Tomlinson's crews are well underway on the revitalization of Queen Street in downtown Ottawa. Part of the city's 'Downtown Moves' vision, Queen Street will be one of Ottawa's first 'showcase streets' with greater emphasis on pedestrians and cyclists. Tomlinson's Sewer / Watermain Division was selected by the city as the main contractor for the project, with Tomlinson's City Division managing the project. The project began in April 2016 and is due to be finished in 2018. It involves the rehabilitation of Queen Street all the way from Bronson Ave to Elgin St, including two LRT stations.



Queen Street will be an example of the latest in sustainable street design. The existing four lanes for vehicular traffic are being reduced to two, to allow the widening of sidewalks by almost three metres. As well as creating more space for pedestrians and cyclists, the sidewalks will also include benches, street art, street furniture, and over 60 new trees, creating a much more eco-friendly area.

Tomlinson is using interlocked concrete pavers for these larger sidewalks as well as laying vibrant red paver stones on cross walks to give the street character. There will also be 'flex spaces' built into the sidewalks - paved parking areas without designated lines to allow more flexibility for taxis, cyclists, and motorbikes wanting to park or just make drop-offs.

When it comes to creating space for the significant number of new trees on the sidewalks, an innovative construction practice is being adopted. Tomlinson's landscaping contractor, D&G Landscaping, are creating and installing 'Tree cells'. These are plastic cells which are fitted underground to contain the roots and limit damage to underground services. Planting 60 new trees represents a considerable challenge bearing in mind the number of underground services and utilities already installed to support a busy downtown area. "D & G Landscaping are excellent to work with. They meet deadlines, deliver exceptional workmanship and always add value," says Brendan Mudd, Project Coordinator, City/Municipal Division.

The installation of new trees isn't the only challenge facing the Tomlinson team. Maintaining safe access for pedestrians, tourists, cyclists and vehicles in such a busy area has forced the team to come

up with creative solutions. The work space is tight with several construction teams and contractors involved. The team is working only one block from the popular Parliament buildings at Wellington where there is a steady stream of tourists.



Safety and access have to be balanced. Luc De Champlain, Project Manager, Marc Andre Lebel, Project Supervisor and Brendan Mudd, Project Coordinator liaised with the foreman to split the site into work zones and coordinated all the crews to ensure only one pedestrian movement was restricted at a time. When the team is working on an intersection they split it into quarters to allow as many pedestrian to cross as possible.

These innovative approaches mean Tomlinson can also provide access to the many services constantly needed downtown such as taxis and emergency services. Even without the usual taxi and delivery waiting bays at the moment, vehicles can still circulate, pick up and drop off. In order to meet AODA (Accessibility for Ontarians with Disabilities Act) standards the team has worked hard to create temporary sidewalks, smooth surfaces, and flag people on site full time so that those with disabilities have access.

With multiple OLRT projects underway at the same time on Queen Street, the Tomlinson team has its work cut out to coordinate their own crews, and liaise with their own contractors and OLRT contractors, all within an aggressive three year timeline. But they are well placed to do that. Thanks to a successful track record with OLRT and the city, Tomlinson has become a preferred contractor with a reputation as one of the only construction companies to be able to complete this kind of complex project efficiently and in the required timeframe.

Queen Street is set to become the transportation hub of downtown, with the OLRT tunnel running underneath and two OLRT stations along it. The innovative additions will revitalize the area, enhance environmental sustainability and encourage new business in the area, allowing Queen Street to truly become one of Ottawa's showcase streets.



THE CORE: PROGRESS UPDATE

We have some great images to share as the building begins to take shape! Have you driven by the construction site yet at Fallowfield & 416? Construction of THE CORE continues to move along throughout the winter months, as you may have noticed the building has been wrapped in orange tarp for winter protection. All four floors are poured and the mechanical penthouse and test facility are taking shape. Over the next few months you may not notice too much activity on the exterior, but much is happening on the inside.

In the main building, the mechanical and electrical rough-ins are being installed as well as the structural steel. The bridge structure has been erected to the test facility, and beams and joists have been installed. It is expected that power should be turned on in the next month or so! The exterior glazing is currently in production and installation will commence in early April - this is where you will really see the building transform!

As the build of THE CORE continues to take shape, you may have also noticed some other construction in the Citi Gate Business Park, including the newly opened Costco, car dealerships, and various restaurant and retail facilities materializing soon - Tim Hortons, Lonestar, A&W, Marshalls, Sleep Country, etc., with openings slated for approximately the same timeframe as the completion of THE CORE - December 2017.



We hope that you have the chance to drive by and check it out!

“The vision for this move is to continue our pursuit of higher engagement in our team by bringing people together to build a stronger Tomlinson by creating open communications, meaningful interactions and a culture of top performance.”

- Ron Tomlinson



DID YOU KNOW?

Since its opening in Spring 2016, our Waste Recovery Centre (WRC) has been busy making a difference to the city's ability to divert waste. Of the 28,500MT of Construction Renovation Demolition (CRD) material brought in, almost 70% (20,000 tonnes) has been diverted from landfills or reused. Including the Springhill facility we have processed over 51,000 tonnes of CRD since the WRC opened its doors.

We've been able to transform that into:

- More than 5,000 tonnes of animal bedding
- Over 6,000 tonnes of aggregates
- More than 10,000 tonnes of biomass, which is used to create energy

Here's how the WRC's first year breaks down:

Product	Tonnage
CARDBOARD	211.15
PLASTICS	18.21
METALS	1,158.79
AGGREGATE	3,588.86
LIVESTOCK BEDDING	3,050.32
BIOMASS ENERGY	6,414.73
COVER MATERIAL	5,266.56
RESIDUE	8,705.36
INCOMING CRD	28,413.98



HEALTH AND SAFETY UPDATE

As of April 1st, 2017 all construction workers who use or may use any type of fall protection system must attend and pass a 7.5 hour MOL (Ministry of Labour) approved working at heights course. To date Tomlinson has internally trained 195 workers in accordance with this new directive.



TOMLINSON IN CONJUNCTION WITH DATASHRED SECURITY WOULD LIKE TO THANK YOU FOR YOUR PATRONAGE

AS A GESTURE OF OUR APPRECIATION, WE WOULD LIKE TO OFFER YOUR BUSINESS THE OPPORTUNITY TO DISCARD YOUR CONFIDENTIAL BUSINESS DOCUMENTS AT NO CHARGE

THURSDAY, MAY 25TH – BETWEEN 9AM & 4PM (TWO LOCATIONS)
RSVP REQUIRED to customerservice@datashredsecurity.com

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

 **DATASHRED**
SECURITY
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❖ RAIN CHECKS

If you are unable to bring your material to our facility on the designated day, we are able to send a Datashred Security document destruction vehicle to your business at a discounted rate of 50% on your first 10 bankers boxes of material.

Contact us at customerservice@datashredsecurity.com to schedule your pickup or for any questions or concerns.

❖ WHAT CAN BE DESTROYED?

- Up to 10 bankers boxes of paper documentation
- Paperclips, staples, metal hangers in folders, elastics, and all paper binding products do not need to be removed
- No media such as tapes, hard drives, film, VHS permitted for this event

❖ PARTICIPATING LOCATIONS: PLEASE NOTE LOCATION TIMES

1 970 Moodie Drive: 9AM - 12 NOON
Nepean, ON K2R 1H3



2 3150 Rideau Road: 1PM - 4PM
Gloucester, ON K1X 1H2



If you would like to receive periodic e-mail communications on these types of offers, please send your e-mail address to customerservice@datashredsecurity.com stating your company name and account number.

Meet the Team at Ontario Trap Rock

Spread as they are across Ontario and into the States, the staff at Ontario Trap Rock (OTR) has developed strong team work to enable them to produce and deliver this specialty aggregate throughout the Great Lakes, on both sides of the border.

The quarry in Bruce Mines, ON, is a specialty aggregate quarry that sits on a 1,000 acre site on the shores of Lake Huron. The aggregate deposit mined from this location is known as diabase or trap rock which is shipped via lake freighters to over 18 Canadian and US ports. Thanks to its strength, durability and other physical properties, it is ideal for several specialty applications such as rail ballasts. OTR diabase is currently used by a number of Class I, Regional and Shortline Railroads.

Few teams span such a large geography. Jim Forbes, VP, leads the team out of London, ON. He has been with OTR for over 20 years and has been instrumental in establishing the OTR brand and presence with major customers in Canada and the US. Bill Sanders, Regional sales manager US, is based out of Indiana. Thanks to technology, he is in constant contact with his Canadian counterpart in London, Ontario, Frank Hurkmans. Supporting them are administration and production teams at the quarry and in London, ON. At the quarry there is: Andy Thorne, Quarry superintendent; Anthony Reader, QC manager; Tammy Fluke, office admin and Brad Newstead, procurement. Working alongside Frank in London, ON are Jim Forbes, VP and Colleen Tomlinson, Accounting admin. To ensure they are up to date with customers' needs and the market in general, the OTR team has weekly calls during the Great Lakes shipping season.

This seamless communication means they can effectively service the whole of the vast Great Lakes region. As they have done that, they have discovered several other applications for this specialty aggregate, aside from rail ballasts. These include:

- Rock wool insulation
- High quality DOT asphalt pavements
- Ready mix concrete



Jim Forbes of OTR presenting at a recent tradeshow

In **hot mix asphalt**, OTR is used as a friction aggregate due to its high resistance to polishing. Certain higher end types of paving with high volume traffic require these more durable properties. One example is Stone Matrix Asphalt (SMA). When mixed with the high specific gravity of fine aggregates (sands), OTR also builds and improves the volumetric properties of asphalt.

Ready Mix concrete: OTR is used when a heavier weight concrete is needed, since diabase is heavier than typical limestone. In hospitals, concrete containing trap rock is used to construct walls which act as a radiation shield as it absorbs and blocks radiation particles. Thanks to its resistance to abrasion, OTR is also used in heavy industrial concrete slabs for garbage transfer stations with high amounts of traffic such as forklift trucks and other heavy vehicles. It can also be used decoratively to create exposed aggregate concrete which reveals the natural texture of the individual aggregate particles while maintaining its structural integrity.

When it comes to **rockwool insulation**, OTR is significantly more heat resistant than standard aggregates. There are commercial applications in North America, and in Europe this type of insulation is used in residential environments as well. When a torch is put to a penny sitting on a standard fibre glass wall, the insulation smoulders and melts and the penny is left intact. However, when the same test is performed on a mineral wool, the insulation resists the fire and the penny is melted out of shape.

So, despite being spread across two countries and many miles, the team at OTR are servicing the railroad industry and many emerging markets.

DID YOU KNOW?

In 2016 Tomlinson's Health & Safety Department conducted **212 training sessions** on a variety of topics and courses offered by the Health and Safety Team.

President's Breakfast

On Tuesday, September 19, Tomlinson will once again participate in The Ottawa Hospital's President's Breakfast. I am excited to be Co-Chairing this event for the second year, alongside Nancy Oakes (of Lee Hecht Harrison Knightsbridge) and invite all of you to get involved.

In just one hour, this signature fundraising event provides the opportunity for over 500 business and community leaders to hear incredible stories from The Ottawa Hospital and be inspired to make a donation. Over the 15 year history of the President's Breakfast event, \$10.3 million has been raised from our generous community. I was proud that last year alone brought in \$702,026, with the help of 3 Tomlinson-led tables! These funds support patient care, research and the purchase of special, state-of-the-art equipment at The Ottawa Hospital.

The Ottawa Hospital is one of the largest learning and research hospitals in Canada. It specializes in acute care for adults, and innovative, practice-changing research. The Hospital provides the best care to the sickest patients, and to those with the most complex health-care issues. It touches everyone we care about: our family, friends, staff and clients. As the Hospital is the site of the region's only trauma centre, acute mental health facility, and rehabilitation centre, the most serious medical cases are treated there.

If you would like to attend the event this year or chat about hosting your own table, please let me know.

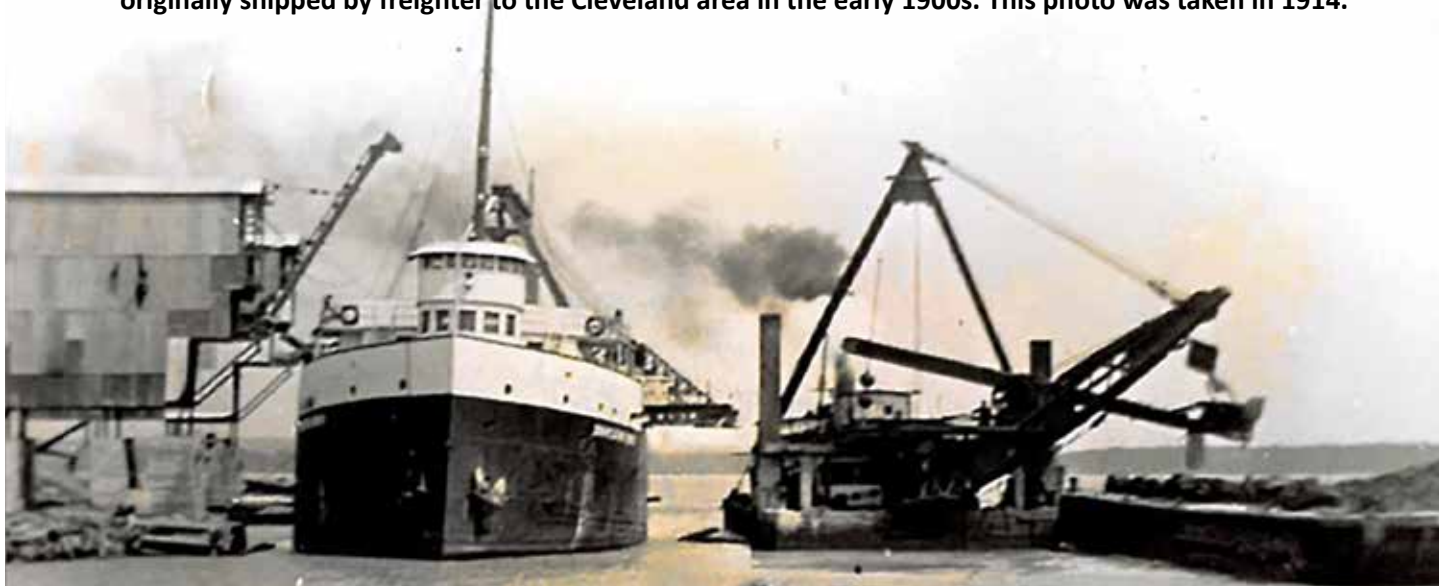
- Paul McCarney



DATE: Tuesday, September 19 // **TIME:** 7:30-8:30AM // **VENUE:** Shaw Centre

Tomlinson purchased the OTR quarry in 1993 and opened it for production in 1994.

The quarry was originally a copper mine, which was one of the first copper mines in Canada. Copper was mined by hand pre-1900. After the copper rush, a quarry was started that produced aggregate that was originally shipped by freighter to the Cleveland area in the early 1900s. This photo was taken in 1914.



GIVING BACK TO OUR CITY:

Tomlinson Family Foundation Update

The **Tomlinson Family Foundation** achieved Not-For-Profit Charitable Status in 2016. Since then the board has been clarifying the rules and regulations about which organisations and events to support. Those discussions are nearly finalized and the first monies will be distributed shortly.

The Foundation aims to contribute towards and support local communities, and foster charitable works that build and strengthen these communities. Under the leadership of Cindy Tomlinson-Keon, President of 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.

THE PARKS INITIATIVE

The **Tomlinson Parks Initiative** represents a commitment of \$1M over five years towards park renewals and upgrades within the City of Ottawa, including recreational elements such as skating rinks or tennis courts. Tomlinson and the Tomlinson Family Foundation are donating infrastructure services and construction materials to improve local parks.

In the first year (2016) of the Parks Initiative, Tomlinson built the **Meadowbreeze Skating Rink** in Kanata. In 2017 the initiative will refurbish two or three tennis courts for the City of Ottawa.

The first location identified by the city as having the greatest need is Manor Park. Located on city property next to **Manor Park**

school and opposite Beechwood Cemetery, the courts will receive a complete overhaul by Tomlinson in the spring. The old courts will be removed and new ones built using concrete and flexi surface. The city will also select one or two other tennis courts to be refurbished with investment from Tomlinson's Parks Initiative.

TOONIE BARS

The popular Toonie Bar program has had another successful year. The total from the 2016 Christmas parties came to \$9,594. Cindy Tomlinson-Keon was honoured to present a cheque from the Tomlinson Family Foundation for \$20,000 to Roger Neilson House on March 6th. Roger Neilson House is a pediatric residential hospice providing a home-like environment to children who have a significant risk of dying before reaching adulthood. The donation was particularly special this year because the house has supported one of our own employees and his family, who joined Cindy for the cheque presentation. Since 2012 The Toonie Bar program at our annual Christmas Party, matched by the Tomlinson Family, has raised thousands of dollars benefitting the following local organizations:

DFID	\$11,564
YMCA	\$17,882
SCHOOL BREAKFAST PROGRAM	\$18,000
HOSPICE CARE OTTAWA	\$18,300
ROGER NEILSON HOUSE	\$20,000

THANK YOU EVERYONE FOR YOUR GENEROSITY!



From left to right: Cindy Tomlinson-Keon, Brettan Ingimundson, Dave Ingimundson and Megan Wright



Dedicated to providing compassionate,
loving and skilled care to support
the needs of children,
youth and their families.



“An amazing legacy for a wonderful
cause. What a wonderful place for families
to find comfort and loving care for their
precious children. We are in awe of
all you do. -written by a family member”



378



Number of individual children cared
for since opening its doors in 2006



Volunteers have
dedicated over

**163,700
hours**

to create a home
for families



20,661

Days of care provided to children
since opening in 2006



Families have
stayed for over

**6,000
days**

while their child
was in care



581



Families/Children supported
in bereavement counselling groups



283



Children cared for during
end of life care



In Canada, Roger Neilson House represents

1 of only 6



Pediatric palliative care facilities dedicated to caring for or
comforting children living with progressive, life limiting illnesses



To help make a difference in the lives of children living with life limiting
illnesses please visit sensfoundation.com to host an event!



**SENATORS
foundation**

TOMLINSON
FAMILY FOUNDATION

VIDEO SHOWCASE

Watch this video about our state of the art Waste Recovery Centre which is celebrating its first anniversary. You can find it on www.tomlinsongroup.com under our Videos section or on the Tomlinson Youtube channel.

WWW.YOUTUBE.COM/WATCH?V=YLS0SG18SKU



A FAMILY AFFAIR

Three brothers work for Tomlinson, each with different roles at various locations. Chris Walker joined the company first in April 2013 as a Quality Control Administrator working with the Heavy Civil team. In November of 2014, his younger brother Mark became the Operations Manager at Norterra Organics. Then, in September of 2016 the youngest of the brothers, Andrew took a job with the Industrial Waste team in Kingston.

The Walker Brothers say that family is extremely important to each of them and working for a company that supports family obligations and values, with a strong safety atmosphere is amazing. Tomlinson is a company that operates by set core values and sticks to those values. Tomlinson provides quality service and encompasses a safety-conscious environment. The work is challenging but rewarding, and the support they receive from the management team is strong.

Chris says it wasn't hard to convince his brothers to join Tomlinson, "My brothers have both seen my career evolve within the company. They have seen the comparable wages, great benefits packages for individuals and family, plus the educational benefits for both employees and our kids."

"To see such a large company like Tomlinson operating as a family-owned company, and treating all of us with respect, not just as a number, but as individuals - this makes me and my brothers feel like we are part of that family," says Mark.

Each member of the family is very proud to be part of the Tomlinson family.



From left to right: Chris Walker, Andrew Walker, and Mark Walker

ELECTRONIC PAY STUBS // UPDATE

Electronic pay stubs are going out each pay for the ReadyMix team. Employees can view the pay stubs on their phones or home computers from their own personal email addresses. This is much more convenient than trying to track down the piece of paper at the office or waiting for it to arrive by mail.

Ontario Trap Rock just started with their e-pay stubs. This way the employees get them in advance of pay day up in Bruce Mines.

Up next will be the Environmental Services team. Payroll will start collecting email information from this group to get them started with electronic paystubs.

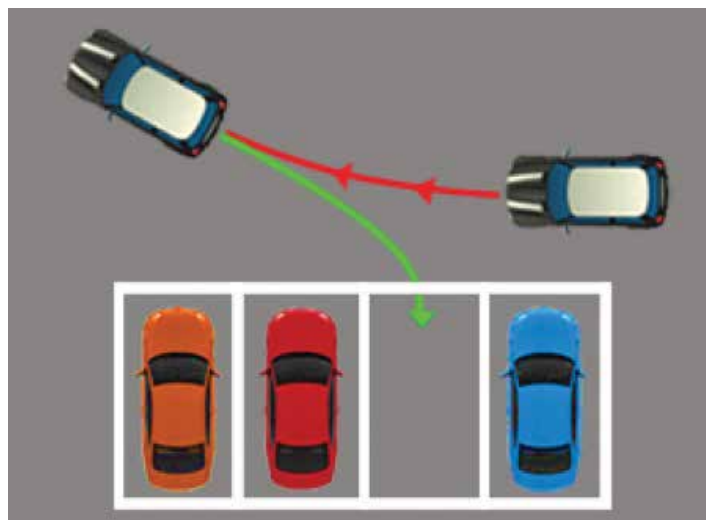
Thank you to all of the participants in this program. It is helping us with our effort to be environmentally conscious, while still maintaining security and privacy for our employees.

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

REVERSING POLICY

Tomlinson's reversing policy took effect February 2017. We would like to take the opportunity to brief our employees on what is required.

All company vehicles parked at company workplaces must be parked in such a manner that they may be driven away and not backed out. Company vehicles parking off site must follow this procedure at all times. (i.e. Residence, restaurants, malls, and Centurion Center).



SAVE THE DATES!

Family Picnic at Calypso
July 16

**Tomlinson Family Foundation
Charity Slo-Pitch Tournament**
September 16

NEW FACES AT TOMLINSON

The Sewer / Watermain division is pleased to have 138 new faces join the Tomlinson team from Colautti. Welcome to you all.

BYRON BRUNT / TYLER DAY / WAYNE NEWELL / DAVID SWATMAN / DARREN ISAACS / FRANK TREMBLAY
 ANDREW WHEELER / JASON RAGASIS / BECKY GILMER / SCHUYLER HEDRICK / APRIL JONES / JONATHAN EGERTON
 JENNIFER VANDERWOUDE / ROBERT PIERCE / DAVIDE GIAMPAOLO / HARLEY VALLIERES
 JOHNATHAN LEFEBVRE / SAMANTHA HALLORAN / MARK BOURNE
 TYRONE CHATTERJEE / DAVID SMYGWATY / JEFF PANKONIN / ROY ABBODD GEORGES
 MELISSA FONTAINE / STEPHEN JOYCE / DOUG JOYCE / MITCHELL LAVIGNE / MICHAEL LOCKWOOD
 KYLE ROSEBROOK / CAROLE PARKER / RODERICK HARRISON / JUSTIN BROWN / SAVANAH EL-DAOUI GROULX
 LUC BOILEAU / MATTHEW WIENS / TRACY RAGASIS / JASON BEAUPRE
 TIM HOLMES / SCOTT FAUCHON / FRANCIS CLEMENT / DOMINIC CLARKE / LUC BEAUDRY SYLVAIN
 VILLENEUVE / JEFFREY STINSON / MICHAEL MONGEAU / RENE ST. PIERRE / ROBERT LAFRAMBOISE
 CARLOS DA SILVA / DANIEL BRISEBOIS / MARC CHRETIEN / TODD FOSTER / TERRENCE PATRICK
 DANIEL BAKER / ANDREW MILITO / MARC-ANDRE LALANDE / CHRISTOPHER MURPHY
 MICHAEL MAJORE / JOSEPH CLARKE / TERRY MERKLEY / JOHN VOS
 JOEY GOYER / SYLVAIN LEBLANC / DAVID CROSS / MICHAEL MCEVOY / DARYLE SMITH
 MICHAEL COOKE / DONALD PASCO / KYLE SMITH / MITCHELL LEVERE / CLAUDE RIDEOUT / NICHOLAS HUDDER / DEAN LITTLE / TRAVIS MURPHY
 CALVIN VANDONGEN / MANUEL BARROS / IVOR TABAK / ANNETTE THOMPSON / COLIN BAKER / JOHN SPENCE
 JASON VIRTUE / DOMINGOS DA SILVA / DANIEL EMERY / DANIEL GODIN / CORY BRETZLAFF / STEVEN BEAULIEU
 ROBERT BRYAN JAMIE FARMER / JOSE DASILVA / NORMAN GUTOSKIE / JORDAN DAVIDSON
 KENNETH STRANDHOLT / NEIL COLASANTE / DANIEL BURGESS / JAMES MATTHIES / MATTHEW
 MCCARNEY / AARON YARASCAVITCH / JOEL LAMOUREUX / MICHAEL FLANAGAN / MITCHELL FLEMING
 MAURO DECARLO / ZELJKO DANILOVIC / AMERICO COSCARELLA / JOEY SMITH / COREY TINK / RYAN HUTT / MARIO JIMENEZ
 JOHN PILON / PAUL WISKIN / DAVID VANDEMHEEN / BERNIE RYAN
 COLE CLARMO / SHANE POIRIER / RAYMOND PREVOST / RYAN WATT / ERIC BERGAU
 SEAN YOUNG / CHRIS GREEN / KARL BROTTON / FRANCOIS JUNEAU / CORY LAMONT /
 ADAM ELHOUNI / ERIC HALL / MOHAMMED MOODLEY / CHRISTOPHER PORTER / JOEL BERNARD
 CORY MCCARNEY / KEVIN LOOKER / JOHN MCQUAID / JOSH EDWARDS / TREVOR FOWLER / ROBIN JACQUES / MARK PORTER
 TYLER CROSS-NESBITT / GEORGE GRANT / ROBERT CLARMO / MIKE BELECQUE / DANIEL LAPENSKIE
 TODD SLOAN / CHRISTOPHER BAKER / DARREN KNOX / DANIEL KING / JEFF MATTHEW / TINA BERGHELLO
 CHERYL SCRIVENER / CHRISTINE BRADLEY / GERRY PODLESNY / WARREN SCHERR
 RAY CAYEN / STEPHEN MULKINS / NISHANT JHAMB / NOVAK HRNJEZ
 KEVIN BESSY / NANCY MASON / RHYS DENSMORE / PHILLIP YUDELL / MATT MACKEEMAN
 SAJJAD (DANIEL) GHORBANI KOMSARI / BRADLEY COLAUTTI / JENNA COLAUTTI / RONNIE WINTER / YVAN PICHE
 ANTONIO DA SILVA / GARY MCNULTY / MICHAEL CYR / PETER HALL / DENNIS COLAUTTI

This season we will have more than 22 crews working together, making us a force in the sewer and watermain industry in the city. We look forward to a great season together, and many, many more to come.

NEW ROLE \\\

A middle-aged man with a mustache, wearing a white short-sleeved button-down shirt, is giving a thumbs-up gesture. He is looking towards the camera with a slight smile. He has a silver watch on his left wrist and a ring on his left ring finger. The background is a blurred indoor setting with a doorway and some colorful objects on the wall.

As Operations Manager for Sewer / Watermain, Dennis is responsible for organizing, scheduling, and completing works in the field. He will report to Adam Hendriks & Bernie Ingimundson and work closely with Lyall Steele, Gerry Podlesny, and the Supervisors in managing equipment and personnel. Dennis himself has done just about every job in construction from labour to operations and he brings this understanding to his management. He says, "Our aspiration has always been to build a learning/teaching company - a first class organization which services its customers. The transition is going very well. Tomlinson is extremely professional and impressive. I'm looking forward to the opportunities as well as the challenges!"

ERP UPDATE

As mentioned in the last few editions of the Tomlinson Times, a team of people from every facet and level in the organization has been involved in the selection of a new Enterprise Resource Planning ("ERP") tool to support our operations, financials and reporting of the Tomlinson Group.

We are excited to announce that we have selected SAP for our ERP.

WHY DID TOMLINSON CHOOSE SAP?

Tomlinson selected the SAP solution because it not only provides the best overall fit for our various lines of businesses but can also be scaled to meet our future growth and expansion plans, both locally and internationally.

WHAT IS SAP S/4HANA?

We will be implementing the latest version of SAP called SAP S/4HANA. The key to this version of the product is its underlying database that will allow for in-memory computing. To put simply, this version of SAP runs like an iPad would – information is ready to be accessed by the user at any given time so will be amazingly fast for the users.

WHAT WILL THE NEW SYSTEM HELP US ACHIEVE AS A BUSINESS?

With our continued growth and expansion we need a bigger and more robust tool than we are currently running. SAP will also be the backbone to providing our operations with the data they need, when they need it, to run their business in an ever-changing environment.

WHY DID WE CHOOSE ILLUMITI AS OUR IMPLEMENTATION PARTNER?

We did not have the internal expertise to implement the SAP solution ourselves. We have engaged a Toronto-based consulting firm – Illumiti – who specializes in SAP implementations. Illumiti's experience in the Engineering Construction & Operations (EC&O) space, coupled with our experience working closely with them during our selection process has given us the confidence they are the optimal partner for this journey.

SOME OF THE 'LEGENDS AND MYTHS' SURROUNDING SAP

While SAP is the largest ERP solution in the world, a number of legends and myths follow it. Many of us have heard of issues for users of the system not only in Ottawa but also in our industry. We would like to talk about some of these:

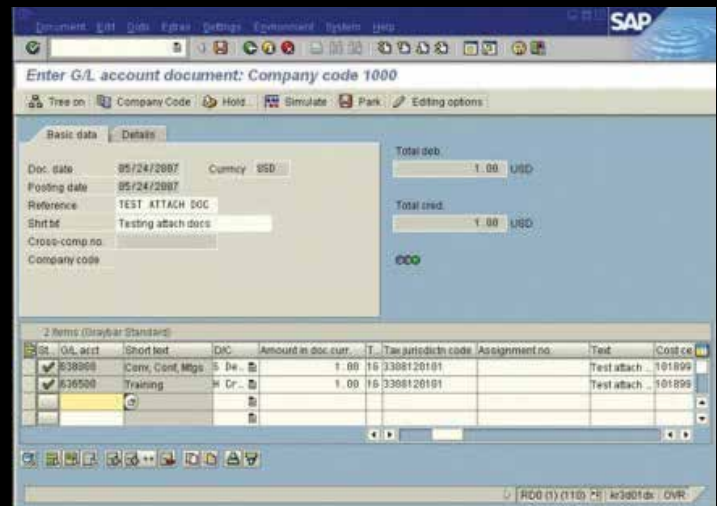
MYTH 1: "MY FRIEND AT THE GOVERNMENT USES SAP AND SAYS IT IS NOT USER FRIENDLY."

In the National Capital Region, this is a comment we hear often. The Government of Canada is a huge customer of SAP. Their solution has been heavily modified to meet their very specific needs.

Tomlinson will be implementing SAP's most recent version - SAP S/4HANA – plus, we will be implementing the tools that come with it that are solely intended to enhance the user's experience across all platforms and devices – laptop, tablet and phone.

WHAT DOES THIS MEAN?

SAP 'old' screens:



SAP S/4HANA 'new' screens:



MYTH 2: "WE WON'T BE ABLE TO EASILY PROCURE/PAY/ETC FOR PRODUCTS/SERVICES/ETC WITH SAP"

Many of us have heard the trials and tribulations from companies that have implemented SAP and the negative impacts that it may have had on its users and their perceived ability to perform their duties.

Since Day 1 we have involved people from every level and facet of the organization in the selection process.

That level of involvement will continue as we configure SAP S/4HANA to meet Tomlinson's needs. Where possible, we will be leveraging SAP's tried and true industry solutions and industry best practices. We will leverage internal Subject Matter Experts ("SME") for approximately 60 days each to provide our specific needs, test the developed solution, and to be involved in training our end users. We are confident this methodology will ensure we not only meet the needs of our people, but we will address any issues or concerns that may arise prior to our implementation.

WHERE DO WE GO NEXT?

At the time of writing, the project is in the early stages of preparation and planning. The consulting team from Illumiti is gathering some baseline information so they can start to build a demo solution for us to use to discuss and develop our solution.

An implementation for an entity the size of the Tomlinson cannot be done all in one shot.

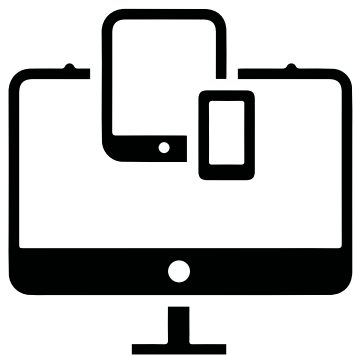
We will be implementing the solution in a phased approach. In the next edition of the Tomlinson Times, we will discuss which business units will be the first business to run our new solution and when.

DO YOU HAVE QUESTIONS OR COMMENTS?

Send an email to the ERP Team at erpteam@tomlinsongroup.com or directly to any of the key ERP team members: Vince Siemens, Dawn Wells-Siddiqui, Christopher Flann, Michael Clement, Bert Hendriks, Ivan Levac, Matt Blake and Mike Evans.

WE NEED A BETTER NAME THAN "THE ERP PROJECT"

A project of this size and importance needs its own identity. We would invite suggestions for our project name to be sent to Dawn Wells-Siddiqui (dwells-siddiqui@tomlinsongroup.com). The winning selection will receive a \$200 gift certificate for Red Army Gear.



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EVENTS ON TOMLINSON'S
SOCIAL MEDIA PAGES.**

KIDS KORNER

Unscramble these
construction
words!

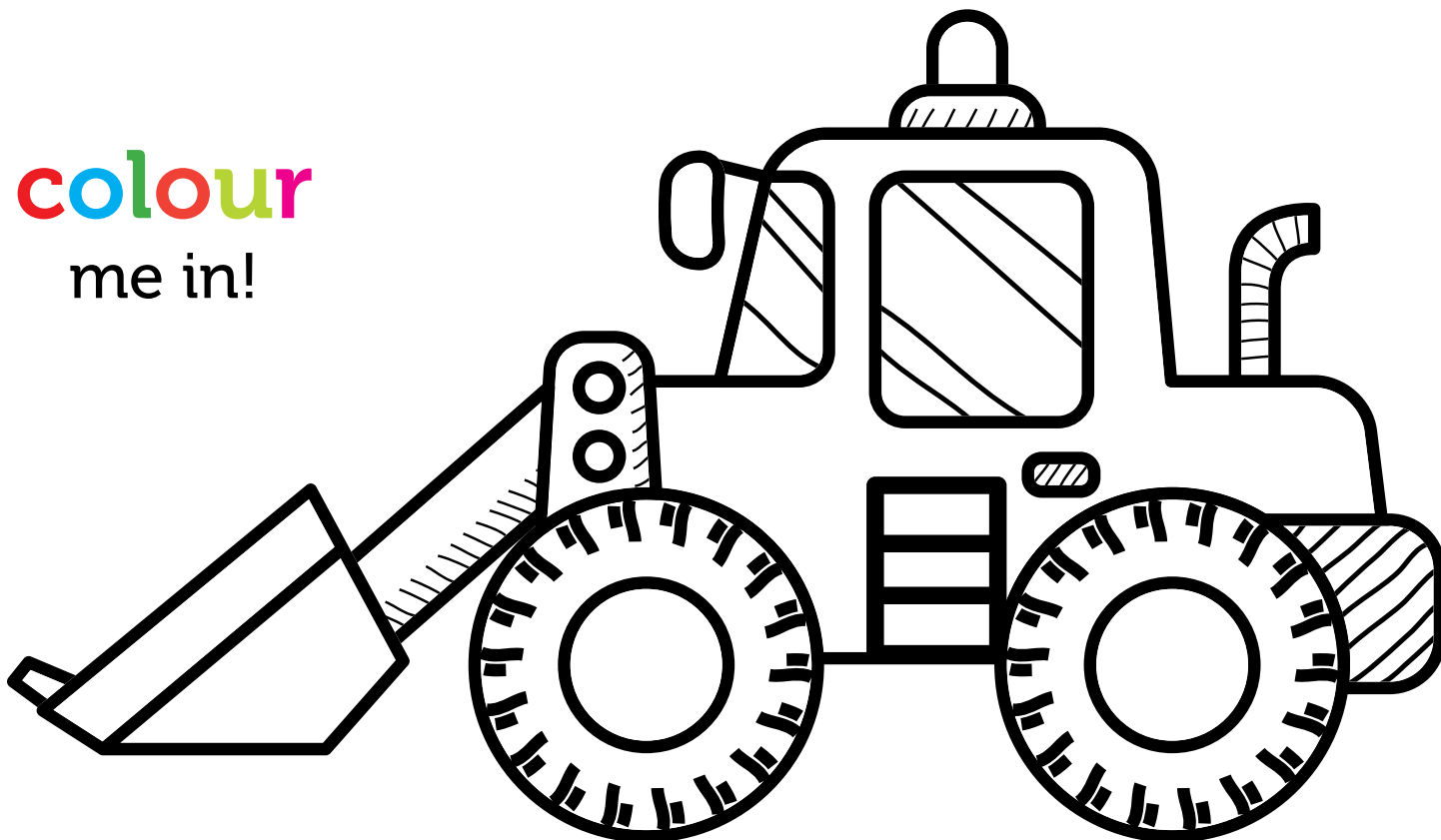
CUKTR

OLSEHV

**EXTRA HARD --
BONUS POINTS!**

TAXECVRAO

colour
me in!



Answers: TRUCK, SHOVEL, EXCAVATOR