

INTERNAL NEWSLETTER OF TOMLINSON GROUP OF COMPANIES

CORE VALUE:



WORK ETHIC



Ralph W. Tomlinson



HAPPY 65TH ANNIVERSARY!

Tomlinson has been in the environmental services business since 1952, although we didn't call it that. Back then, we were just hauling material.

Our environmental business officially started in 1996 with a single roll-off truck and an operating contract for the Springhill Landfill. However, going way back its roots started much earlier in the 70s with a joint venture (although we didn't call it a JV back then) between us and another family-owned business called Bakermat. They were looking for a way to process automobile shredder residue (ASR) to remove ferrous and non-ferrous materials before they disposed of it. Today there are much more advanced technologies on how to remove these types of materials than there were 40 years ago.

Back then we did it with trommels screens, fans, magnets and people. There were no 100 page contracts between our family and Bakermat, it was all done on a handshake which turned into a long-lasting business relationship. We learned from this adventure and applied that new knowledge of processing ASR to how to deal with construction materials that would normally go to the dump. We built the first construction and demolition recycling facility in Eastern Ontario back in 1998. Under strict government guidelines, we had to recycle 60% of the materials that came in.



MESSAGE FROM THE CEO

CORE VALUE: Work Ethic –

I would like to welcome Dufresne Piling Company to the Tomlinson Family. We have worked with this talented team on a number of projects over the years and I am very pleased they joined us in July. Their skills in deep excavation, piling and shoring will expand our construction offerings.

In the summer, we completed our bi-annual employee engagement survey. During the past couple of months, we have been meeting with employees at our various sites and locations to present the results to them and to dig a little deeper into the challenges and successes they deal with on a day-to-day basis. Overall, we have a highly engaged workforce with an engagement score of 75%. I am sure you can sense that daily at work with your coworkers helping to pitch in to ensure quality and customer requirements are achieved. From the survey, we were able to determine the top reason why our employees are so highly engaged and that is professional growth opportunities. This includes the opportunity for promotions, transfers, challenging work, continuous learning and opportunities to grow.

Continuous growth is something that I am personally committed to. We cannot grow our business without growing our people. For this reason, we are working with our people managers to make sure all employees within Tomlinson have regular one-on-one meetings with their supervisors. This is your opportunity to have face time with your supervisor to discuss what is going well, where you are having challenges and any development or training opportunities you would like to try or that they would recommend for you.

As we work towards our goal of being the strongest transportation and environmental services company in Eastern Canada, we need to continuously develop our people to get us there. The only way to achieve this is to develop everyone around us for a stronger team.

On behalf of the senior management team and the Tomlinson Family, I would like to thank each of you for all of your hard work this year. We wish you and your family a happy, healthy and successful 2018.

MERRY CHRISTMAS!

Ron Tomlinson, CEO

< CONT'D FROM PAGE 1

Through innovation, and continuous applied learning, today we recycle about 85% of the materials that come in. We divert that material from ending up in the landfill. In addition, we can divert concrete, asphalt and glass back into our aggregate operations - things that were not even considered 20 years ago to create recycled aggregate products.

In 2004 we purchased Amazing Waste Disposal. This group of employees did Front End and Roll Off container service in the United Counties of Stormont, Dundas and Glengarry. Amazing Waste began in 1949 under the name of Don McIntosh Trucking and grew locally from that time. In 1996, the name was changed to Amazing Waste Disposal to better reflect the nature of the work. Amazing Waste complimented our line of work at that time and was a perfect fit. Most of the workers from the acquisition in 2004 are still with us today.

For years, we had been discussing purchasing Dave Graham's business. Then in 2010, we got a call from Dave and he was planning to retire. Dave Graham was the owner of Goulbourne-Stittsville Sanitation. Taking on this group of about 40 employees gave us additional capabilities in blue and black box recycling, transfer station and commercial waste collection.

Along the way, many new contracts helped us to build the Environmental Division to where it is today. We took on collection contracts for household waste and recycling for Pembroke, Petawawa, and Laurentian Valley, City of Ottawa curbside collection and commercial collection contracts for a growing number of businesses. We also built out our landfill operations with Arnprior, Petawawa and Peterborough. All the way along we built our knowledge, of course made some mistakes and learned from them to really become industry leaders.

We were approached by a technology company in 2009 about a new approach to handling biosolids and organic materials produced at traditional wastewater treatment plants. This company was Lystek with their patented low temperature, thermal hydrolysis process. We knew this technology could really make a positive environmental impact and we invested in the company. Today, the recycling of Lystek processed biosolids to anaerobic digesters enhances biogas/methane production by 25% or more and reduced biosolids generation requiring offsite disposal by 30% or more. This technology has been implemented in wastewater treatment plants in Canada and US and continues to expand.

Managing construction waste and household waste is very different from managing hazardous waste. Lacombe Waste Services became available in 2013 and it made sense to purchase this company to build our environmental capabilities. A year later we purchased a similar company in Kingston called Scott Environmental Services. This gave us complete environmental solutions and services including automotive/ industrial waste and recycling services, hazardous waste management services, the ability to offer emergency response and remediation and full laboratory services. These two acquisitions grew our service offerings and our geographic scope into Quebec and down the 401 towards Toronto.

We continue to expand our environmental services division and incorporate it with our other divisions – with a purpose of always having an awareness and respect for our surroundings.

CORE UPDATE \\\

With the winter season upon us, completion of the CORE is rapidly approaching. A complete transformation from a construction site to a finished office complex is quickly emerging. Site trailers have been relocated across the street so the site works and landscaping can be finalized. The emphasis on the landscape design & green space is evident throughout the property. Rock features were hand selected and strategically located, mature trees planted along the perimeter and parking areas, berms cloaked with greenery, outdoor eating areas, walking paths incorporated along the naturalized boundary, and a basketball court designed for lunchtime fun! The new building is in a great location with amenities within walking distance, as well as easy access to Highway 416 and some of the fastest growing neighborhoods in Ottawa.

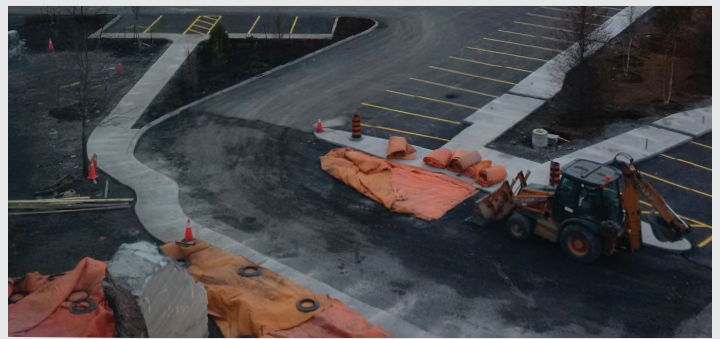
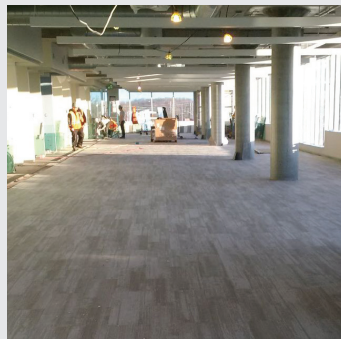
When you step inside or drive by, the profile of the impressive steel stairs in the light flooded atrium now climbs to the 4th floor, with walking bridges spanning across each level. With the retaining walls & berms now in place, the 1st floor is completely embedded in the earth. Flooring, lighting and many finishes are currently being installed on the upper floors and will continue throughout the fall. Furniture is expected to arrive in December. With the consolidation of Tomlinson's various office operations under one roof, an emphasis on an open concept and collaborative workspace, as well as fluidity of access between floors, is very important to ensure a community feel. Having a great number of Tomlinson employees under one roof will lead to enhanced sharing of ideas and build a strong sense of team. The furniture and finishes have been thoughtfully selected as a representation of this connectivity.

LEED CERTIFICATION

As many may have heard, our new home in the new year is going to be LEED certified to a minimum of the Silver standard with hopes of achieving Gold status. So why are we building to a LEED standard? Buildings generate up to 35 per cent of all greenhouse gases, 35 per cent of landfill waste comes from construction and demolition activities, and up to 70 per cent of all municipal water is consumed in and around buildings. It is clear that making buildings greener can have a substantial impact on larger environmental goals and that is one of our Core Values — having an awareness and respect for our surroundings. Green buildings create a healthier indoor environment for occupants through better indoor air quality, less harmful products, and more natural daylight. They also reduce waste, conserve energy, decrease water consumption, and drive innovation. Based on past experience the building will be 30%-40% more efficient than a standard building — consuming less electricity and natural gas.

With the anticipated move to CORE in first quarter 2018, coordination planning on many levels has been paramount to ensure there is minimal disruption to Tomlinson operations.

WE ARE ALL EXCITED TO FINALLY CALL CORE OUR NEW HOME!



Senior Leadership Team UPDATE

As the Tomlinson Group continues to grow and expand, we need to ensure we continue to match our Senior Leadership Team's capabilities to the many ongoing initiatives and ensure we have the management depth to exploit the opportunities and manage the challenges we face. We are committed to develop and provide personal growth opportunities for our People - a Core Value at the Tomlinson Group. The changes outlined below include recognition and promotion for People who have demonstrated ongoing success in their ever expanding roles, new positions to provide new opportunities for personal growth, succession planning opportunities and actions, and ongoing growth and renewal of our Senior Leadership Team.

Paul McCarney has been appointed to **Senior Vice President** with ongoing responsibility for Business Development, and the added responsibility to oversee our Sewer & Watermain (Greenbelt) Division. With over 30 years of experience in the construction industry, Paul joined Tomlinson in 2012 when he sold his company, Graydex Ottawa, to the Tomlinson Group. Graydex is now part of Greenbelt. Paul continues to be very active with a number of community organizations and foundations such as Christie Lake Kids, The Royal Ottawa Hospital and the Ottawa Hospital.

In recognition of his continued progression at R.W. Tomlinson, **Tim Vizena** has been appointed to **Vice President - City Division** for R.W. Tomlinson. Tim started at the Tomlinson Group in 1981 as a grade man at Tarcon Ltd which was subsequently merged into R.W. Tomlinson. Through his career Tim has progressed through a number of roles with increasing responsibility from Equipment Administrator, Estimator, Project Manager to Divisional Manager to name a few. Tim is currently the City Division Manager and is responsible for R.W. Tomlinson's construction activities in and around the City of Ottawa region, including responsibility for our fixed asphalt plant operations. Tim currently serves on the board of the Ottawa Construction Association.

Russ Perry joined Tomlinson in 2004. Previously Russ worked at Dufferin Construction and has 30 years of diverse and progressive construction experience. Russ joined the Tomlinson Group to start our portable asphalt plant operations and heavy civil paving operations. Russ continued to expand his responsibilities to include all grading and paving operations within the Heavy Civil division. In recognition of his accomplishments and increasing responsibility within the Tomlinson Group, Russ has been appointed **Vice President - Heavy Civil**.

After a more than 40 year career in the construction industry **Bernie Ingimundson** has stepped down as **General Manager - Greenbelt**. Bernie will stay with the Tomlinson Group in an advisory role. Bernie is a Civil Engineer and has a Bachelor of Civil Engineering from Carleton University, which he obtained in 1973.

Through his career Bernie has worked at the Ministry of Transportation, Bot Construction, the former Ottawa Greenbelt Construction since 1977 and most recently our Greenbelt Division as General Manager at the Tomlinson Group. Ottawa Greenbelt was acquired by the Tomlinson Group in 2012.

Bernie has been a great addition to the Tomlinson Group and has had a major positive impact on our business, the Senior Leadership Team and many people at Tomlinson. Through his career Bernie has developed a stellar reputation in our industry and is constantly sought out for his engineering advice and experience by the City of Ottawa and design engineers alike.

Bernie has been a mentor to many in the construction industry and is truly seen as one of the preeminent professionals in his field. Bernie was a co-founder of Marathon Drilling in 1980 and is a past President of the National Capital Heavy Construction Association. Bernie is an active member in the Rotary Club and has received not once but twice the distinguished Paul Harris fellowship award for outstanding service. Bernie will continue to mentor and provide advice to not only people at Greenbelt but within the entire Tomlinson Group.

Adam Hendriks has been appointed to the position of **General Manager - Greenbelt**. Adam takes over all day to day responsibility for Greenbelt. Adam joined R.W. Tomlinson in 2012 as the Assistant Manager for our City Division. Adam then moved over to Greenbelt in a similar capacity in 2015. Adam joined the Tomlinson Group after a very successful career that spanned a decade with increasing responsibility roles including Director of Western Operations in the Major Projects Office for Natural Resources Canada, Director of Strategic Policy, Senior Policy Advisor and Policy Analyst to name a few.

CONGRATULATIONS

Paul, Tim, Russ, Bernie and Adam!

INTERVIEW WITH JIM FORBES

On the eve of his retirement

Jim Forbes, Vice-President of Ontario Trap Rock (OTR) will retire on January 31, 2017. Jim took some time to share some of the highlights of his career.

You joined Tomlinson as Sales and Marketing Manager of OTR in 1995, then became its VP in 2000. What are you most proud of during your time with the company?

OTR was a startup in 1995, which Tomlinson had purchased the year before. In the first few years the challenge was getting our product out into the market place, establishing credibility, and making a name for ourselves. The way we did that was through perseverance. It's been great to see how the business has developed and matured to become a prominent piece of the Tomlinson Group of Companies. It has truly been a team effort. Our employees focused on making good quality products, delivering excellent service, and as a result we earned a strong reputation as the years went on. Everyone should be proud of what they created.

Now we ship products to Illinois, Indiana, Michigan, Ohio, Pennsylvania and Ontario. We have a stable business with excellent relationships with our Customers and key Vendors.

Can you talk a little about our Core Values?

All of our Core Values are important. The one that is very close to the top of the list at OTR is Work Ethic. From the beginning of April to early December, our team is full speed ahead. Our employees in the quarry involved with production, maintenance and quality control put in an incredible amount of hours every year. They work long hours in tough weather conditions. We also have a number of people that work in other roles that contribute significantly to our business... office support for the quarry, sales and market development along with marine logistics. I have nothing but respect and admiration for the work they all do. They work phenomenally hard!

What are some of your best, or funniest, memories?

After 22 years with the company I have lots of great memories. When you secure a deal with a large company in Canada or the US for the first time – that is a highlight. Developing long term relationships with Customers is special. Doing business year after year with someone makes it like a partnership. There is a level of trust that is developed over those years. We offer product and service to help them do their business. I have really enjoyed being a part of all that.

Some of my funniest memories are of the early years of the OTR Christmas parties in Sault St. Marie. Not to get into specifics, but there were some really comical moments.



We have almost 100% employee turn out every year for that event. A great way to celebrate finishing up another busy year.

What will you miss?

The people in our industry... Our Employees, Customers and Vendors. This is a very unique industry that OTR operates in. My travels have taken me to a lot of interesting places and I have met a lot of great people over the years. I will also miss the excitement of the business. No two days are ever the same

Any final words?

I'd like to thank my family for all their support over the years. My wife Sue and three children, Katherine, Jamie and Trevor. With this business being spread over a large geographic area, I had to do a lot of traveling during my career. There were many nights I wasn't home. Sue was our everyday stable influence at home. Thanks to her and the kids for their support, patience and understanding. That support has made this a very rewarding career!

I'd like to thank the Tomlinson family for 22 years of employment and for allowing me to be involved in the growth of such a great business. After Bill Tomlinson hired me, the first few years were challenging. We didn't make a lot of headway to begin with, but he's a true entrepreneur and stuck with it. He had faith in me and once we got through that, it started to go well. We never looked back after that. All the best to everyone in the future.

**Jim, we wish you a happy retirement.
Thank you for your years of dedication
to OTR. You will be missed!**



HEALTH AND SAFETY — WINTER WORK

Working outside in the winter can be a hard job, and many of us have to do it. Here are some reminders:

Two big concerns of working or simply spending time outdoors in cold weather are frostbite and hypothermia. Both can occur at much warmer temperatures than many people realize. For example, exposed skin can start to freeze at just -2C° and deep frostbite can cause blood clots and even gangrene. Hypothermia is a potentially fatal condition caused by loss of body temperature; people might not think hypothermia is particularly nasty, but it can be fatal. Symptoms include fatigue, nausea, confusion, light-headedness and profuse sweating. Without medical treatment the victim can lose consciousness and die.

Wear the right gloves for the work you are doing. Gloves should have enough insulation to keep you warm and prevent frostbite, but be thin enough so you can feel what you are doing if you are manipulating controls or tools.

Dress in layers of light-weight clothing which keep you warmer than a single layer of heavy clothes. Remove layers as necessary to prevent overheating and sweating which can lead to chills or hypothermia later. Wear a hat and you'll stay much warmer when working in cold conditions. Protect your ears from frostbite as well by wearing a hat that will cover your ears, or use ear muffs.

While donning a scarf or neck warmer might help keep your neck warm in the cold weather, be careful around rotating machinery as

the scarf may become entangled. Keep your safety eyewear from fogging up in the cold. Investigate the use of goggles to see if these products are more appropriate. If you have to keep taking off your safety eyewear because it fogs up, it isn't protecting you. Remember that looking good will mean nothing if your eyes are injured.

Look at the soles of your winter footwear. Your shoes or boots should have adequate tread to prevent slips and falls on wet or icy surfaces. Slow down when walking across slippery surfaces and be especially careful on ladders, platforms and stairways. Consider carrying a spare set of socks with you, so that you can change out of cold, wet socks to keep your feet warm.

Get plenty of rest. Working in the cold and even traveling to and from work in the winter takes lots of energy. Cold weather can strain your heart, even if you aren't overexerting yourself, so be sure to pace yourself when lifting heavy objects or shovelling snow. Remember proper lifting techniques and keep in mind that wet snow is much heavier than powdered.

Remember that just because it is winter – the sun is still a hazard. Sunlight will reflect off the snow and cause damage to the eyes and cause sunburns just as bad as sun in the summer. Carry sunscreen and sunglasses to protect yourself.



PROJECT BEDROCK

ERP UPDATE

Since our official kick-off in May, Tomlinson's Project Bedrock has been extremely busy. Our dedicated ERP team – consisting of about 20 full time Tomlinson employees and Illumiti consultants in addition to many part-time and supporting resources – has set up and is in the process of testing our SAP S/4 HANA system.

The process to date has not been a minor undertaking. Although we are first implementing SAP for Ottawa Greenbelt ("OGB"), Tomlinson Ready Mix ("TRM") and Ontario Trap Rock ("OTR"), the team has worked to establish and configure the foundation for the roll-out of the solution across the entire Tomlinson Group. The functionality currently in testing includes the new solution for project management, payroll, sales, production, maintenance, equipment management, human resources, finance and recruiting.

Project Bedrock was targeting a December 4, 2017 implementation date for the previously noted functionality.

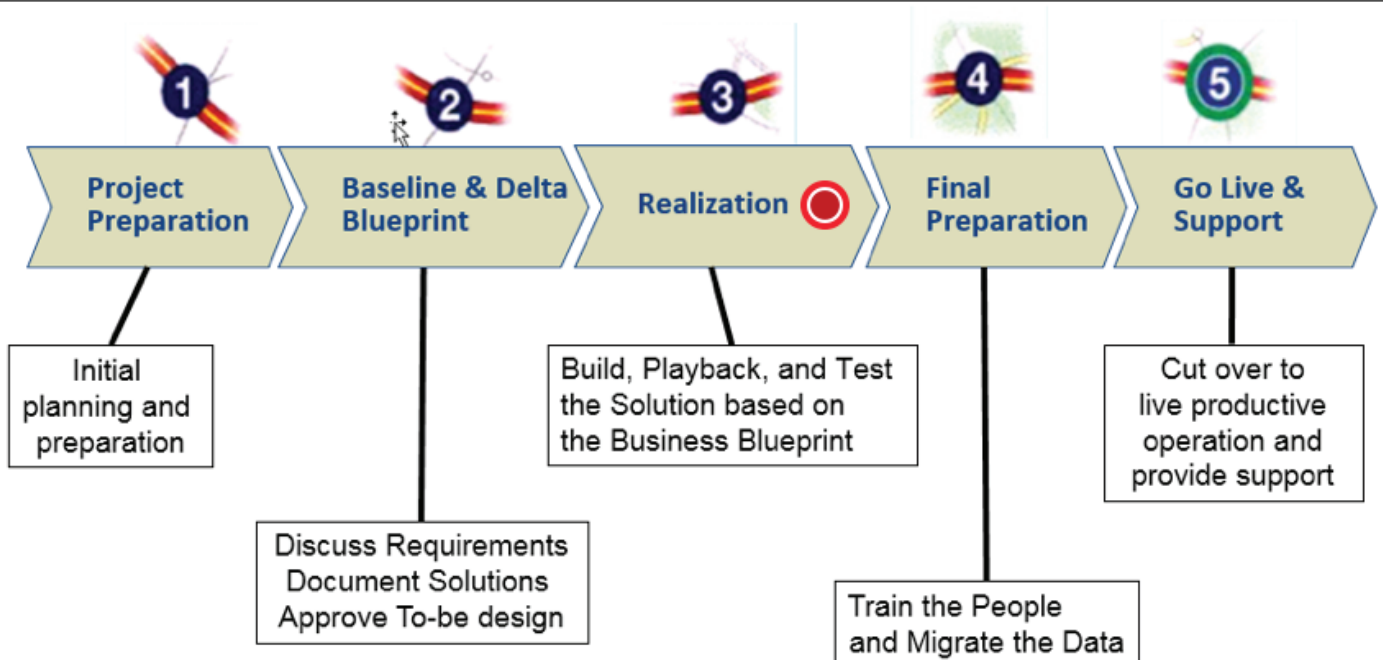
To ensure we have trained and comfortable users for the project we have decided to move the implementation date into 2018. To further enhance the functionality for the business and to ease the use of SAP in the field, a later implementation date will allow us to explore going live with additional functionality including a new scales solution in OTR, a new field data capture application ("FDC") for our field operations, employee health and safety incident management, and a new estimation software.

Between now and final go-live date there is still a lot to do! We need to develop the additional functionality noted above, further test the system and train our resources.

Do you have questions or comments?

Should you have any questions or comments, please do not hesitate to reach out to one of the Project Bedrock team members or email ERPTeam@tomlinsongroup.com

Project Phase Overview



EMPLOYEE SHOWCASE

Having worked in the waste management industry for 20 years, Rob Hall has seen significant changes over the years. As Operations Manager of Tomlinson's Waste Recovery Centre (WRC) he gets to see these innovations in action every day.

Rob started his career as a labourer at Goulbourn Sanitation 20 years ago. He then worked as a driver before moving into Health and Safety, supervision and eventually management. When Tomlinson bought Goulbourn Sanitation about six years ago, Rob was the supervisor of the site in Carp. In 2016 the site was transformed into the innovative Waste Recovery Centre.

“THE BIGGEST DEVELOPMENTS I’VE SEEN IN THE INDUSTRY IN THE LAST 20 YEARS HAVE BEEN IN EQUIPMENT AND RECYCLING,” explains Rob. **“Equipment has been advancing all the time, providing more options for waste management and sorting. And the amount of waste we can recycle has broadened – from organics, to construction, to plastic, to metals.”**

As a result, Tomlinson invested in acquisitions to increase its range of environmental services, for example adding capabilities in Industrial Waste, Organics, Biosolids, landfill management, and facilities in Kingston. The biggest internal development was adding a new Construction and Demolition plant to the Materials Recovery Facility in Carp, making it into the industry-leading WRC. “There is no-one else offering this in Eastern Ontario,” Rob says. “It was a matter of putting together a range of sorting and processing capabilities all in one location, which creates efficiencies for us and our customers. We now have a much higher capacity than ever before, both in processing & tonnage.”

In his role as Operations Manager, Rob is responsible for making sure the plant is operational on a daily basis – with all equipment running smoothly and the facility fully staffed. He works with Scott St. Michael and Doug Shoup to make sure the work is done safely and properly. He also keeps in touch with the industry, looking into new initiatives and keeping an eye on advances in technology. This involves visiting trade shows, networking with other companies, reading trade magazines, and understanding legislation.



Rob Hall, Operations Manager, Materials Recovery Facility

One of Rob's biggest areas of focus is Health and Safety: “This is where we try most to improve, even more than investing in equipment or quality. It has to be the highest priority, especially with the kind of work our employees are doing.” Rob also spends a lot of time with customers and the sales team, managing customers' expectations, ensuring the WRC has the right capabilities for customers' needs, and liaising with the sales team before providing quotes to customers.

Rob credits the Centre's success to the **work ethic** of his team. As he says, “the team have come from lots of different locations and they pull together. There is a lot of manual labour – it's hot in the summer, cold in the winter, and it's dirty! Our workers keep showing up, day after day. They understand we have customers' needs to meet and they are self-motivated.”

Aside from his hard-working team, Rob says he enjoys the variety of his role. It is a huge operation and he gets to walk through the site seeing everything being processed and the impressive scope of capabilities. He also loves being able to help customers every day and talk to them about their experiences.

“Our customers appreciate our operation – the quick, clean service, how organized everything is. What impresses them the most is how much material gets recycled. I want to thank the whole team for working hard to make this happen.”

WINTER DRIVING — BE PREPARED, BE SAFE!

Check the weather
before you leave



Drive according to road
and weather conditions



Slow down, stay alert
and in control



Stay behind a working
snowplow, do not pass it



Ontario winters can be a challenge for motorists. The weather can be unpredictable and so it is important to ensure your vehicle is winter ready.

Getting your vehicle prepared for winter should include the following: a maintenance check-up, installing winter tires, a scraper, and having washer fluid effective to -40°C weather. Having a winter survival kit in your vehicle with the essential supplies can provide comfort and safety in case of an emergency. Some recommended items include: warm clothing and footwear, a charged cell phone, water, flashlight, blanket, booster cables, shovel, sand or traction mats, a first aid kit, matches, candles and non-perishable foods.

Before heading out be sure to check weather and road conditions. Using your judgement is important. If needed leave yourself extra time, delay your trip. Canceling may also be the best option.

For more information on road conditions and closures you can visit Ontario.ca/511 or call 511.

Slow down, stay alert and in control. Most winter-related accidents occur due to excessive speed. It is vital to slow down and maintain extra space between you and other road users. Safe and alert driving requires focus and concentration; reduce your distractions by putting them away. Staying in control is key: If you happen to skid, release your brakes and steer in the direction you want to go. Be careful not to oversteer. At no time should a vehicle pass a snow plow, it is extremely dangerous and could result in a severe collision. Be patient and give the snow plows room.

VIDEO SHOWCASE

For a great example of Tomlinson's Core Value of **Work Ethic** in action, watch this video.

To view more of our videos, please see www.tomlinsongroup.com



TOMLINSON

Glenn Pye
Paving Superintendent

OLRT UPDATE

CONFEDERATION AND TRILLIUM LINE RFPS

Work is well underway preparing Requests for Proposal (RFPs) submissions for the Confederation and Trillium Line Extensions. In the Summer Tomlinson Times, we reported that we'd successfully qualified for the Confederation Line RFP. As the magazine was going to print, we were advised that we also pre-qualified for the Trillium Line Extension RFP. The bid team and many others within Tomlinson have helped out, including our consortium partners. That work ethic continues as the team prepares the Technical and Financial submissions.

CONFEDERATION

To prepare the in-depth Technical Submission – which includes tactical information on how the project will be designed and constructed, technical drawings, and the bid fee – the team has conducted several Confidentially Commercial Meetings (CCMs) with the City of Ottawa. One of the main goals of these meetings is to ensure the proposed designs are compliant with the City's specifications, as well as cover topics such as: project agreement, design, systems integration and utilities management.

Alongside these meetings, the team has confirmed the participation of the lead designer, **Arup**. They have begun work on the preliminary designs that will be used to prepare three sets of estimations - Preliminary, Silver and Gold. The bid management team is also working closely with its partners on the Consortium team, **Ferrovial** and **Colas**. The consortium has secured the external legal and financial services necessary.

TRILLIUM

The CCMs for the Trillium project have covered project agreement, design and fundraising. Unlike the Confederation project, the selected consortium will be responsible for overtaking maintenance for the whole Trillium line, not just construction of the extension.

Tomlinson has officially engaged **WSP** as the designer on this project. As with the Confederation RFP, the team has begun work on the Preliminary Estimation.

Along with its Consortium partners, **Plenary** and **Colas**, they have hired external advisors for legal and finance. The financial structure of this project is more complicated than with the Confederation Line. The Consortium will be responsible for maintaining the line for 27 years. They are also tasked with procuring the light rail trains, whereas the scope of the Confederation project is purely design, build and finance on a short term basis.

KEY TEAM MEMBERS

These submissions couldn't happen without the dedication of a number of individuals within Tomlinson. They have a team of hard-working employees on each project:

	Confederation	Trillium
Project Manager / Estimate Lead	Mario Lalonde	Ivan Levac
Financial Lead	Christopher Flann	Christopher Flann
Technical Submission Lead	Ted Sewell	Ted Sewell
Design Lead	Bert Hendriks	Dave Read
Schedule Lead	Mike McGregor	Mark Peralta
Estimators	Dominick Violante	Brad Hornbeck
	Guillaume Laferriere	Colin Lunitz
	Ron Wood	Jehad Mankal
	Kevin Bessy	
	Sean McMillan	
	Steve Ronholm	

Thank you to all that are working so hard on these RFPs. Go Tomlinson Go!



OCA INDUSTRY FORUM — Tomlinson on Discussion Panel

Tim Vizena represented Tomlinson at the important OCA Industry Forum on Friday November 17th, at the Centurion Centre. The half-day program began with a detailed overview of what the future potentially looks like entitled 'The Outlook for Ottawa'. The session covered: Federal Government's Real Estate Portfolio; Private Sector Development; City of Ottawa, and was presented by executives from financial, consulting and the City.

This was followed by a panel discussion of the implications on construction with representatives from several Ottawa Construction, Design and Engineering firms. As a key leader in the Ottawa design and construction sector, Tomlinson was invited to sit on the panel. The outlook for the sector over the next few years looks positive to potentially overheated. The panel covered topics such as: staff resources; procurement; budget, quality, time; the delivery process.

2017

A Year of Hard Work and Success at OTR

2017 has been both a challenging and rewarding year at Ontario Trap Rock in Bruce Mines. The OTR Sales Team has done an excellent job of expanding our asphalt aggregate products into new markets. This year all their hard work came together as the demand for these products reached new levels, which was a great problem to have.

However, it was definitely a challenging problem. The demand for these finer products created production challenges for the crews in Bruce Mines. The OTR plant was originally designed to produce primarily railroad ballast. With the new product requests, it became impossible for production to keep up to sales demand within the normal operating hours. We needed to have more production hours.

The team stepped up and then some. Thanks to a great work ethic of the entire aggregate group in Bruce Mines, Brechin and Ottawa – all of these crews worked together to find a solution.

We had crews travel from Ottawa and Brechin to help the Bruce Mines team be able to meet the 24hrs a day production requirements. It was a total team effort, everyone played a part in the success - Sales, Administration, Production, Maintenance and Quality Control - all stepped up and committed to working long hours, nights and weekends from May until the end of the year.

The entire group met all of their goals and production targets. It was a tough go, the usually very upbeat and tight knit group had their morale drop somewhat, but the guys persevered. Everyone understood what needed to be done to satisfy the needs of our valued customers. And we did it!

A huge thanks to all those that made it happen and to your families for the extra home-life challenges.



JACKHAMMERING

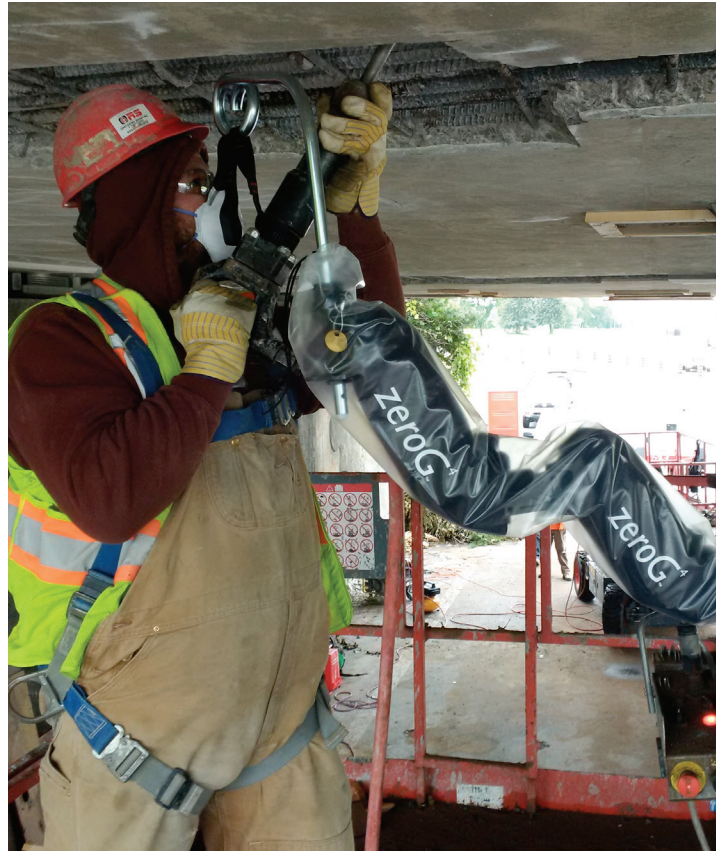
Gets A New Look

Jason Mountney who works as a Project Coordinator within the Heavy Civil Division has taken on the integration of an exciting and innovative technology, the EksoZeroG Arm. This spring-loaded tool counteracts the force returning into the worker's arms created by the impact of the tool on the concrete, reducing the stress and weight put on the worker's body. To date, we have used the technology on the Highway 401 rehabilitations, specifically with the use of jackhammers.

Although this device has only been in action on our sites for around two months, it has noticeably improved working conditions. With chipping being one of the more dangerous jobs at Tomlinson, increasing the worker's safety is essential. Another benefit to this tool is that it extends the amount of people able to operate the jackhammers. In the past the wear and tear put on the body by these tools has limited which crew members are able to operate the tool. However, with this exoskeletal arm attachment "it makes it so easy that basically anyone can chip," Jason explains.

There are currently four arms on the site, with the potential to get more. Previously, the stress put on the body by using the jackhammers made it so the workers had to take many breaks, but with the new tool some of these breaks are no longer necessary. This has increased the amount of work that is getting done in a day and allowing those using the EksoZeroG arm to "out chip a guy with no (exoskeletal) arm" says Lee Bandy, Foreman.

The EksoZeroG Arm will allow us to decrease the time spent on certain jobs, and increase workplace satisfaction and safety for our operators. This use of technology and change in how we have done something for decades is a great innovation out in the field.



Jason Mountney - Project Coordinator, Heavy Civil Division

ONTARIO TRAP ROCK LAUNCHES NEW LOOK AND FEEL

Tomlinson's Ontario Trap Rock (OTR) has a new logo. Based on the shores of Lake Huron, OTR is a 1,000 acre specialty quarry unique in offering a durable diabase (trap rock) used primarily for Hot-Mix Asphalt Production and Rail Line Ballast. The new logo is bold and modern. The tagline captures the essence of the company's rock-solid reputation, emphasizing its premium, specialized products.

OTR undertook the exercise in order to create clear and consistent brand recognition in the markets it already supports. With the rebrand, the company has the opportunity to reposition itself to its key markets of rail ballast and asphalt in the US and Canada. Since the rest of Tomlinson is in the process of implementing SAP, OTR wanted to take the opportunity to introduce new branding across all of its own communications, including invoices, scale tickets, business cards, stationary etc. It also means the company has consistency in external communications and promotional activity, such as advertisements.

The new logo and tagline was first revealed at the Rail Interchange Show in Indianapolis in September 2017 and the roll out will continue across all materials during the implementation of SAP in 2018.



Lystek OMRC-FSSD CELEBRATES 1ST ANNIVERSARY



In August of 2017, the Lystek Organic Material Recovery Center, located at the Fairfield-Suisun Sewer District in California, (Lystek OMRC-FSSD) celebrated its 1st anniversary. The FSSD-OMRC (located in the San Francisco Bay Area) is the first operating facility for Lystek in the United States. It is designed to accept and process wastewater biosolids (and potentially other organic wastes) into a high-nutrient biofertilizer and it will leverage the LysteMize® approach for digester optimization to control/reduce volumes and increase biogas production for subsequent conversion to green energy.

Since the initial opening of the California office in late 2014 (pre-construction), much has happened to put Lystek firmly on the map in California, and indeed, across the USA. The facility now has six full-time employees to support an ever-growing list of customers and a variety of internal research projects. In addition to the unique, P3 style, (20 + 10 year) baseline agreement between Lystek and the District, the facility now also boasts that it has secured five additional customers in its inaugural year with other communities in the Bay Area including the City of San Francisco. The OMRC-FSSD has also been recognized state-wide for its innovation and sustainability practices by receiving award nominations from the Solano County Chambers of Commerce, the California Association of Sanitation Agencies (CASA), and California's Governor's Environmental and Education Leadership Award.

In addition to the production side of its operations, Lystek has been highly successful in the marketing and land application of the LysteGro® biofertilizer product. In fact, the facility was able to garner a unique trifecta in its first year: classification from USEPA as a Class-A-Exceptional Quality product, a license from the California Department of Food and Agriculture as a bulk fertilizer material,

and acceptance of LysteGro as an agricultural product by the Solano County Department of Agriculture. This was important because it removed the traditional barriers and prohibitions imposed on historical biosolids land application practices. Even though the OMRC has been operating for only a year, demand for LysteGro is high, with all of the available material being sold to local farmers and ranchers (over 3,500,000 US gallons) in a four-month period. Additionally, requests for the fall, 2017 land application are strong – and growing quickly!

The OMRC-FSSD celebrated its anniversary on August 16th with a staff cookout, joined by Rick Mosher, Chief Technology Officer for Lystek (Cambridge office). Additional guests included senior management of the Fairfield-Suisun Sewer District, the host site for the center.

The OMRC has also been the site of some interesting demonstration projects. Its commercial sized infrastructure allows Lystek to conduct research in more detail than a normal laboratory setting. Examples of some research activity include: full-scale testing and validation of alternative Lystek patented shearing processes that had only before been done at lab-scale, composting and soil blending activities and de-watering trials of LysteGro to produce an even higher quality end product (with potentially wider-spread uses).

Lystek market development activities extend outside California as well and into the northeast of the United States. National and regional associations, such as Water Environment Federation (WEF) and Northwest Biosolids Management Association (NBMA), have asked for presentations specific to the Lystek technology and its tangible benefits to the wastewater sector and other organic waste generators.

KEEPING STUDENTS SAFE

On October 17, 2017, Tomlinson Environmental Services (TES) supplied a Waste removal truck from 10:00 am to 2:00 pm for an information session at the University of Ottawa. The aim was to give students first-hand experience of the difficulties truck drivers have in tight spaces. The event, sponsored by the NCHCA and the City of Ottawa, allowed students to climb into a parked truck to see for themselves the blind spots, limited visibility and dangers for cyclists. Tomlinson employees explained to them the challenges drivers can face when on the road.

Students came away with this core message:
“stay behind the truck and let the truck turn first.”



TOMLINSON CUSTOMER/PARTNER EVENT @ CALABOGIE MOTORSPORTS PARK

“Drive for Excellence” Aug. 9th and 17th 2017

Ron Tomlinson, along with some Executives and Managers hosted a select group of key customers and partners for an exciting day at the track at Calabogie Motorsports Park.

A number of managers all participated and took some time getting to know our valued customers and partners throughout the day.

These were fun and successful events, providing the opportunity to spend time with the people that make us who we are as a company, allowing us to show our appreciation, who we are as a company and give back to some who have been with us for decades and others joining us in business for the future.



OAPC CELEBRATES

OUTSTANDING ACHIEVEMENTS WITH SERVICE AWARDS

The Ontario Asphalt Pavement Council (OAPC) recognized outstanding service to the association and industry at its 43rd annual general meeting and awards luncheon at the Fairmont Royal York Hotel in Toronto on March 30.

"The association, its members and the industry have greatly benefited from the contributions of these individuals," says OAPC Executive Director Vince Aurilio. "OAPC's awards program recognizes and celebrates individuals who make a positive difference in the asphalt industry, one road at a time."



Bert Hendriks has gathered a lot of knowledge during his 42 years in this industry, knowledge that will not be lost to those who follow in his footsteps.

Hendriks believes it's incumbent on those with experience to share and teach newcomers, and his dedication to this task has earned him the 2016 Joe Bunting Mentorship Award. The award was established to recognize the importance of mentorship to our community and honour those people in our industry who take the time to teach, inspire and encourage tomorrow's leaders.

The Executive Vice President of the Municipal Division at R.W. Tomlinson Limited, Hendriks was selected because of his ongoing passion, dedication and commitment to the advancement of the hot mix asphalt industry and the positive effect of his mentorship.

Mike McLean of McAsphalt Industries Limited met Hendriks in 2012: "Coming from a small family-owned paving company, I was inspired by the time Bert took to teach me the ways of big paving business. He encouraged and mentored me both personally, and professionally, and I credit him for playing an instrumental and tremendously positive role in my career."

Hendriks cares about this industry, and his passion becomes clear when he talks about his career. "I believe in excellence, I believe in integrity, I believe in innovation and I believe in commitment," he says. "That's what I wanted to bring to the job."

These traits are what he encourages younger workers to embrace. He also understands the value of knowledge gained through experience, and sharing that knowledge can help build on the ideas that newcomers bring to the industry.

"There are a lot of bright young people out there, but they don't have the experience," Hendriks says. "The other day I was talking to a colleague who said how important mentorship is because otherwise, 'everything is just locked into your own head and when you leave, all the things you know will be lost.'"

Hendriks also marvels at all of the changes that have happened during his career, but believes it is the natural evolutionary course of things.

"Is this the only industry that's changing?" he asks rhetorically. "Everything is changing. It wasn't that long ago when there were no cell phones or computers. All industries are evolving and adapting."

As he contemplates retirement, Hendriks says it won't curb his desire to pass along his knowledge and believes that will be his legacy, as one of teacher and mentor. He says he will continue to be a "doer", and hopes to share that mentality.

"You can retire and not train and mentor, but consistency matters," he says. "Yes the industry is evolving and changing, but it only works if you build on experience and what went before."

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THE TOMLINSON FAMILY FOUNDATION HOSTS 2ND ANNUAL CHARITY SLO-PITCH TOURNAMENT



It was a hot and sunny day for our second annual Charity Slo-Pitch Tournament on September 16, 2017. With the help of over 50 corporate sponsors and everyone who came out to support, we raised a total of \$ 120,677. These were matched 100% by the Tomlinson Family Foundation, making a grand total of \$241,000 being donated to various charities in the city.

This year we had a competitive and recreation division. This means we have two winners: The Greenbelt Gongshow took first place in competitive and The Hellcats won the recreation division.

"We thoroughly enjoyed our day of softball! My son and daughter both came from Toronto to participate along with my wife, myself, and the McCarney Family. Our Family is looking forward to participating in next year's Tournament."

—Tim Vizena
Vice President, City Division

"This was our second year doing this baseball tournament and second year volunteering for me. I had a blast once again. It is so nice to see everyone having a ton of fun! It is great to be a part of an organization that values giving back into the community. Can't wait for next year's!"

—Sherry Harding
Accounts Receivable Supervisor

VOLUNTEERS

Tomlinson would like to thank the volunteers who made this day possible. Thanks go out to Treana Wilson, Jennifer Scott, Patti Perry, Natasha James, Lesley Defranco, Emily Keon, Sherry Harding, Amero Defranco, Matt McGiN, Mia & Chloe Ziglar. Also a thank you goes out to our chefs on the barbeque: Chris Kollar, Jeff Tomlinson and Vince Siemens.

ACTIVITES FOR ALL AGES

It was a fun-filled day for all ages with the sixteen teams playing games throughout the day. All players were able to start their day with Katie doing yoga stretch. The younger guests enjoyed getting amazing face paints and hopping around in inflatables. Attendees enjoyed a barbeque lunch and cooled off with refreshments donated by Beau's Brewing Company in the beer tent.



THANKS TO ALL OUR SPONSORS & EMPLOYEES FOR HELPING RAISE \$241,000 WHICH WILL BE DONATED TO VARIOUS LOCAL CHARITIES.

TOMLINSON FAMILY FOUNDATION DONATE \$1 MILLION TO BOYS AND GIRLS CLUB OF OTTAWA FOR MAJOR RENOVATION

OTTAWA - October 30, 2017 – The Tomlinson Family Foundation and the Boys and Girls Club of Ottawa broke ground on Monday October 30, 2017 to begin major renovations to the Clubhouse on Prince of Wales Drive, Ottawa. The \$3.5 million renovation, bolstered by a \$1 million donation from the Tomlinson Family Foundation, will allow the Club to accommodate more at-risk children and youth in the community.

“As a newly-formed foundation, the Tomlinson Family Foundation is excited about our first major gift. Our donation of \$1 million to the Boys and Girls Club of Ottawa meets an objective of helping youth within our community,” says Cindy Tomlinson Keon, Executive Vice President, R.W. Tomlinson Limited.

Once a fire hall, the 51-year-old building will be heavily renovated, doubling the Club’s footprint. A complete interior renovation and reconfiguration, plus the addition of a new gymnasium and washrooms inside and a new all-season rink outside, will enhance Club programming offered for free to neighbourhood children and youth.

“We are thrilled to be able to give back to an organization that our family benefited from years ago when my father, Bill Tomlinson and uncle, Ken Tomlinson, attended what was then the Boys Club on Nepean Street and summer camps at Mink Lake,” says Cindy Tomlinson Keon. “As one of three children, with hardworking parents struggling to start their own business, my father was able to participate in programs and experiences that otherwise may

not have been available to him. The Tomlinson Family Foundation appreciates that our community will always need organizations such as the Boys and Girls Club. We are proud to be partnering with them on the renewal of this facility and look forward to seeing it benefit Ottawa’s youth for years to come.”

“This Clubhouse is seeing such growth,” says Colleen Mooney, Executive Director, Boys and Girls Club of Ottawa. She says Club Members aged six to 18 years made nearly 20,000 visits to the location last year. “In this neighbourhood, 37 percent of youth under the age of 18 are living in low income. It’s critical that this Clubhouse is renovated as it will allow us to engage with more children and youth in the community through our after-school, weekend and summer programs.”

During the ceremony, from 4:30 to 6:00 pm, speeches were made by: Colleen Mooney, Executive Director, BGCO; Graham Macmillan, BGCO Board and Capital Campaign Chair; Mayor Jim Watson; Councillor Riley Brockington; and Cindy Tomlinson Keon, Executive Vice President, R.W. Tomlinson Limited. Other guests included: Councillor Eli El-Chantiry, Ottawa Police Services Board; Councillor Diane Deans; Stephen Beckta, BGCO Board Chair; Steve Bell, Deputy Chief of Police (and BGCO Board Member); Mike McGahan, CLV Group (Capital Campaign Donor); Mike Wilson, Capital Campaign Donor and BGCO Board Member; Barry Seller, Ottawa Senators Foundation; Sandy Davis, Partner, Hobin Architects; and Keith Oster, Talco.



SUPPORTING YOUTH MENTAL HEALTH

THE ROBERTS/SMART FALL CLASSIC

On Monday, September 11th, 2017, Tomlinson was co-title sponsor, along with Mattamy, of the Third Annual Roberts/Smart fundraiser at Stonebridge Golf Club. Tomlinson's Rob Pierce assisted the lead organizer, Omar Alhattab from the Roberts/Smart centre. Their efforts, and those of nearly 100 other golfers, sponsors and donors raised more than \$32,000 for youth mental health initiatives! Mattamy provided the Stonebridge Golf Course free of charge as their donation for the 2nd year in a row, and have committed to do so again next year. Councillor Tim Tierney of Beacon Hill-Cyrville acted as Honorary Chair for the tournament. The games were hotly contested, with several very close finishes.

The funds will go towards helping youth aged 12 to 18 years who are facing the most serious of mental health challenges. Through residential and day treatment programs, community- and school-based programs and a private school, the Roberts/Smart Centre works to serve those youth who require specialized treatment. Services – in both English and French – are delivered in a way that involves and supports families and in close collaboration with partners in an integrated community-based system.



TOMLINSON SUPPORTS NEPEAN BMX ASSOCIATION

Tomlinson's sponsorship and support of the Nepean BMX Association in Barrhaven has allowed the organization to complete a paving project they have been planning for several years. With the imminent move to the CORE, Tomlinson wanted an opportunity to support a local, grass-roots initiative with our new neighbors. During the 2017 season Tomlinson sponsored Bi-Weekly 'Tomlinson Race Nights' and provided materials to upgrade the facility. The riders absolutely love the smooth surface the asphalt has created.



Tomlinson nominates customer as **MENTAL HEALTH DIFFERENCE MAKER 2017**

Tomlinson has endorsed **Doug Burnside of Dolyn Developments (Ottawa)** for recognition as “150 Mental Health Difference Makers”. Dolyn is one of Tomlinson’s customers. Doug served on the OCA Board of Directors. CAMH Difference Makers is a national movement to nominate and celebrate 150 Canadians making a difference in mental health.

“Through our time together on the OCA Board I learned of Doug’s long time struggle with mental health. We had many discussions about mental health ranging from the epidemic adolescent situation to those who are critically ill and incapable of functioning in everyday life. Most remarkable was Doug’s willingness to share his personal story with me. This was rare at the time within the male-dominated construction industry.

Some years later, the OCA Board began planning our next 5 year commitment to a philanthropic cause (The Royal). Doug had resigned from the Board due to a setback in his own health. We began to focus on the need to broach the subject of mental health to the broader construction industry. We believed our event could be successful if we made it informative, entertaining and gripping. We needed a recognizable and known proponent / spokesperson for the cause (Michael Landsberg) and a local, well-known figure who would be willing to share his personal story. We expected this to be the more challenging part of the equation. We tentatively approached Doug about the idea and without hesitation, Doug agreed. This was huge!

The Ottawa construction community knew Doug from his business successes, his support of local charities, his love of music, friendship and family. Precious few knew of his personal mental health issues. None of the 500 construction executives gathered for the 2014 AGM would ever expect to witness a peer open up so fully on the balancing act Doug faces daily. The floor belonged to Doug that evening.

Doug Burnside will be forever remembered as “that guy” in the construction community who spoke about the burning desire to succeed as a father and business owner and one who often faces the excruciating feeling of despair without much warning and without knowing when he will be feeling well enough to get out of bed and resume life.



His willingness to take on a spokesman role helped raise millions of dollars for The Royal and helped close out their \$25 M campaign for a world-class brain imaging machine, research and treatment program.”

TOMLINSON PARKS INITIATIVE INVESTS IN PUBLIC PARKS TOMLINSON UPGRADES MANOR PARK TENNIS COURTS

In June 2017, Tomlinson completed the refurbishment of Manor Park Tennis Courts as part of the Tomlinson Parks Initiative. Employees and residents attended a ribbon cutting ceremony on September 8th, 2017. Tomlinson invested its resources and crews in a complete overhaul of the courts, located on city property next to Manor Park school and opposite Beechwood Cemetery. The old courts were removed and new ones built using concrete and flexi surface. The upgrades enable residents to enjoy some healthy and fun recreation.

Manor Park is the third location in Ottawa to benefit from the Tomlinson Parks Initiative. The Pinecrest Tennis Court was completed in September 2017 and in 2016 Tomlinson built the Meadowbreeze Skating Rink in Kanata. Tomlinson has a long history of philanthropic contributions to local charities and involvement in different projects that enhance the Ottawa community. Launched in 2016, the initiative represents a commitment of \$1M over five years towards park renewals and upgrades within the City. Tomlinson and the Tomlinson Family Foundation are donating infrastructure services and construction materials to improve local parks.



TOMLINSON BECOMES OFFICIAL ENVIRONMENTAL SERVICES PARTNER OF THE OTTAWA SENATORS

We are excited to announce our new partnership with the Ottawa Senators. Tomlinson will be working closely with the Sens team to develop innovative and clean processes to provide waste management as well as recycling solutions. As Terry Thompson, Manager - Environmental Sales, says, "Tomlinson Environmental Services is thrilled to be the official Environmental Services Partner for the Ottawa Senators."

The new Partnership is reflective of the growth and evolution of a relationship which has spanned over 25 years. "Providing our environmental services is a natural progression and builds on Tomlinson's involvement in the infrastructure of the Canadian Tire Centre and development of the Sensplex properties," says Paul McCarney, Senior Vice-President of Tomlinson.

"We value the benefits of long-term business relationships which develop into partnerships that build on the strengths of each partner," explains Kevin Cinq-Mars, Tomlinson President. "This new partnership will enhance the synergies that exist between the Ottawa Senators organization and Tomlinson," said Kevin Cinq-Mars, President of Tomlinson. "Both organizations also share a role as community leaders, actively involved in the Ottawa community and supporting many local charities."



GO SENS GO!

CONGRATULATIONS to the 2017/2018 bursary recipients!

This year we are happy to announce that we have awarded 16 bursaries, with this being the year with the largest amount of applicants since we started the program. At Tomlinson, we have two different types of bursaries - Tomlinson Group Bursary Program for immediate family members of employees, and the Seasonal Employee Bursary Program. This year, we awarded 13 bursaries through the Tomlinson Group Bursary program to deserving students and three Seasonal Employee bursaries to hard-working employees.

Here's a little bit about our bursary winners:

TOMLINSON GROUP BURSARY

Alexandra Clement is completing a degree in Child Studies at Carleton University.

Derek Flann is enrolled in International Studies and Modern Language at University of Ottawa.

Kevin Deavy is attending University of Waterloo to complete his degree in Mechanical Engineering.

Elyse Lalonde is completing her Bachelor of Arts in Psychology at University of Ottawa.

Elise Mongeon is attending Universite de Sherbrooke to achieve her Bachelor Degree in Law.

Carolanne Mongeon is completing her Doctorate in Pharmacy at the University of Montreal.

Hillary Wilson is attending Queens University to achieve a Degree in Physical and Health Education.

Samantha Devries is enrolled in Bachelor of Arts at Bishops University.

Alexander Cinq-Mars is completing his degree in Business Administration at St. Francis Xavier University.

Madison Renia is attending Laurentian University to complete her degree in Nursing.

Ashton Renia is completing her degree in International Business at Carleton University.

Megan MacCaskill is enrolled in Health Sciences at University of Ottawa.

Myriam Longtin is attending University of Ottawa to complete her Masters in Criminology.

SEASONAL GROUP BURSARY

Ian McConkey is studying Civil Engineering Technician at Algonquin College. Ian worked as a labourer in the City division.

Jack Dulmage is enrolled at Trent University to complete his degree in Governmental Science. Jack worked in the Civil division as a labourer.

Megan MacCaskill is attending University of Ottawa to complete her degree in Health Sciences. Megan worked for the City division this summer as a Traffic Controller.



MENTAL HEALTH, PHYSICAL HEALTHIT IS ALL HEALTH.

Everyone occasionally experiences feelings of isolation, sadness, and loneliness. These are all part of life and help us cope and move on from more traumatic experiences such as a death in the family or getting divorced. It is when these emotions are unchanging over a longer period of time and interfere with our day to day life that they could be signs of mental illness.

Spotting the signs and accepting that it may be a mental illness can be incredibly difficult. Common signs of distress can include:

- Unprovoked emotional outbursts;
- Personality changes;
- Problems coping with daily activities and challenges;
- Social withdrawal;
- Difficulty concentrating or remembering things;
- Major changes in sleeping and eating patterns;
- Excessive use of drugs or alcohol.

If you spot these signs in yourself or in a loved one, please do not ignore them. You would seek professional help if you had diabetes or cancer, mental health...is health. By turning a blind eye to a mental health concern it can deprive you the timely care and support that you need and that you deserve.

At Tomlinson, we have a number of avenues of support for our employees. Employees and their families have access to the Employee and Family Assistance Program (EFAP), which is a confidential and free service to access counselling and medical providers. This service provides six counselling sessions to you for any concern you may be having. In addition, we also have counselling and psychologist services available to us through our benefits provider.

EMPLOYEE ASSISTANCE PROGRAM: 1-800-387-4765

UNIQUE ROLE — TED SEWELL, PROPOSAL WRITER

With recent changes in the bid process for municipal, city and Ministry of Transportation Ontario (MTO) projects, there is an increased requirement for construction companies to submit lengthy literature along with their quotes. We talk to Ted Sewell about his unique role as Tomlinson's first dedicated Proposal Writer.

Ted, what is your official job title and which division do you work with? I'm a Proposal Writer, mostly with Heavy Civil, but I'm involved in bids for some other divisions, for example Aggregates and the City division.

How long have you had this role? For about a year - since November 2016. I've worked at Tomlinson for four years. I started in Health and Safety on the first LRT project, then I worked as project coordinator. I became an Estimator for about 18 months, then transitioned into this role.

Now, you're the first and currently, the only Proposal Writer at Tomlinson. That makes your role unique. Why was this position created? Technical proposal writing is a requirement when submitting Requests For Qualification (RFQs) and Requests for Proposal (RFPs). While technical writing has always been a requirement for RFQs and RFPs, we're finding that more of the projects we're bidding on now involve RFQs and RFPs, whereas they didn't in the past.

Traditionally, cities, municipalities and the MTO followed a simple bid process where the lowest bid would win. However, it became apparent the cheapest solution doesn't always deliver the best project. This was particularly true of more complex construction projects. Buyers started looking for overall value: a project may cost you more but the overall value to the owner is higher. So, the industry started awarding these Alternative Delivery contracts based on value rather than lowest cost.



Ted Sewell - Proposal Writer

We're now seeing a larger volume of smaller projects being packaged together for simultaneous delivery as a single 'large' or 'mega' project. Many studies have shown that Public Authorities can get more out of their infrastructure spending by doing this. Because of the size and complexity of bundled projects, contractors and construction managers are required to prove their ability to deliver complex bundled projects by submitting RFQs or RFPs with their bid. A good example of this is the bundled Trent Severn Waterway Infrastructure Rehabilitation project we just qualified for. Rehabilitation or reconstruction of several sites along the Trent Severn Waterway were bundled together into a single, large project. Classically, we would have seen work at each separate site tendered as a stand-alone project.

The MTO was an early adopter of Alternative Delivery. They began to ask for a quote for all the design AND the construction. They took the value-based procurement model they used for consultants, packaged it with construction requirements and asked for both. Russ Perry and Garry Cariveau started Tomlinson's efforts on MTO design builds, winning our first project seven years ago.

Over the past seven or so years we've seen the City move to a value-based model for complex projects too, although their approach is slightly different. They're not requesting a Design-Build but they're requiring contractors to demonstrate that they are qualified for the work before they are permitted to bid on it. They wanted a framework to evaluate the quality of a contractor irrelevant of the price, so they started asking for things like resumes, org charts, examples of similar projects. The McLean Bridge Rehabilitation project we're wrapping up now is an example of a City of Ottawa Project where we had to pre-qualify before being permitted to bid.

So, what does this mean for Tomlinson? It means that we often have to submit a Construction Management Plan to demonstrate to the Project Owner that we have the ability to successfully deliver the project.

The literature needs to demonstrate how we will meet issues such as: environmental concerns, scheduling, Health and Safety requirements, impact on stakeholders, quality - as well as showing how we will build the project.

As Tomlinson has grown, we've moved into a position to pursue bigger, more complex projects like the \$150M Combined Sewer Storage Tunnel (CSST) and \$2.5 billion Trillium Line and Confederation Line LRT projects. The Trillium RFP is due March 21, 2018 and the deadline for the Confederation one is April 25, 2018. These are massive projects which require much more technical writing so we needed a dedicated person to tackle that.

What components go into a successful Construction Management Plan? You have to have a comprehensive overview of the entire company's construction experience. I need to understand the challenges and innovations of previous projects, how we produced a valuable project solution. I then have to be able to relate that to the project at hand and use this as evidence that Tomlinson is qualified and capable. I research our bank of historical drawings, previous contracts and construction specs and I've built an 'experience' database. I also spend time talking with other divisions, project managers, and our Safety and Quality teams. It helps that I have experience from working in the field, in safety, and as an estimator.

What are the challenges? Firstly, staying up to date with all the work we're doing, especially with all our acquisitions and growth!

Secondly, the sheer amount of literature. For example, in the Confederation Line Extension RFP there are about 6,000 documents that outline the project requirements! A typical Construction Management plan has 50-150 pages but these LRT projects require 200 pages of technical information to be submitted with the bid. As a team, we have to drive the preliminary engineering and design, then price it - it's a lot more than just a technical proposal. At the moment I'm working with our pursuit team on understanding the technical requirements of the design. Then we will work with our engineering partners, designers and our external partners to come up with the most efficient solution. That's probably what takes the most time. Once we have a good idea of what our project solution is, I'll start writing it up.

How do you see things developing? We're finding that projects of all sizes require more and more technical writing, from \$2M to \$150M. Tomlinson is pursuing more and more Design-Build, Alternative Delivery and Joint Venture projects - so we may need another proposal writer in the future!

What do you love about your role? I get a great perspective of what the whole company is doing, am able to have a hand in a lot of projects happening at the same time, and get to work with people across a lot of the company.



TOMLINSON CELEBRATES

This year Tomlinson and Greenbelt celebrated the 2017 Christmas season by hosting two outstanding Christmas parties celebrating 65 years of Tomlinson! The Greenbelt team gathered December 1st and the Tomlinson team gathered December 2nd for two unforgettable nights. Tomlinson employees and their guests enjoyed a night of laughs, delicious food and danced the night away to the infectious, pop music styling of Elektrik.

The toonie bar initiative, which was generously matched by the Tomlinson family raised \$18,600 for the School Breakfast Program. The Ottawa School Breakfast Program is a wonderful partnership where schools, volunteers, community organizations and businesses come together to make the nutritional needs of children and youth a priority. School boards continue to identify more children and youth in-need each year.

OTR enjoyed their holiday party this year at the Delta Hotel in Sault Ste Marie on December 8th, Lystek enjoyed an evening at La Strada Italian Restaurant on December 15th, and our Kingston staff danced the night away at the Grizzly Grill on December 16th. Peterborough had their Christmas dinner at Chemong Lodge on December 16th.

WE LOOK FORWARD TO WHAT NEXT YEAR'S CHRISTMAS PARTY WILL BRING.

CHRISTMAS CARD DESIGN

Once again, our Christmas card design competition received some wonderful entries. It was a tough decision but the winner was Michaela Ball, Age 13. Congratulations Michaela – people are going to love their Christmas cards. And well done to everyone who participated. We hope you will enter again next year!



CHRISTMAS PARTIES



TOMLINSON WELCOMES **DUFRESNE**

Welcome to all of the Dufresne Piling Company employees to the Tomlinson Group of Companies. Since the acquisition of Dufresne Piling Company in July, Tomlinson has added increased experience and expertise in excavations, site services, shoring and piling.

The Dufresne/Tomlinson Integration Committee has been meeting regularly to insure that both companies benefit from the sharing of employee expertise and company resources that will make both companies stronger. The committee has been working on joint equipment utilization, leveraging suppliers, access to the Tomlinson Operations Centre, Quarries and Sand resources, Asphalt and Concrete Plants,

Tomlinson Environmental Services, and expanding and building on our many client relationships.

In a short time, Dufresne and Tomlinson have successfully added to our existing strong work relationship and have been jointly successful on projects with O.L.R.T., the City of Ottawa, Morley/Hoppner and Lundy Construction. Dufresne will also be a key addition to the Tomlinson Team for the Confederation and Trillium O.L.R.T Phase 2 proposals. We are just getting started and this will help drive us towards our goal of being the strongest infrastructure contractor in Eastern Canada.





ELECTRONIC PAYROLL STUBS

Employees have been requesting the option to receive electronic paystubs and we have listened!

HOW IT WORKS?

Once you are set up for this option, you will start to receive a password protected copy of your paystub via email.

WHY?

It's quicker! You will receive your electronic paystub the day that we process the pay, no more waiting for Canada Post to deliver it in the mail days later.

It's convenient! You can access your paystub whenever you need to and you also have the ability to print it if needed!

It's Environmentally Friendly! No need to have all that paper accumulating.

We strongly encourage you to sign up and participate. Signing up is easy! You provide payroll@tomlinsongroup.com with the email and the password you would like to use to access your encrypted paystub.

Our goal is to have all companies on emailed stubs by April 2018! The next group to be rolled out will be Industrial Waste Division - Ottawa (IWD).

The Tomlinson University 2018 Course Calendar is now available.

It was included in this Tomlinson Times package. If you would like an additional copy please contact HR@tomlinsongroup.com



NEW FACES AT TOMLINSON

ALLEN, STEPHEN / RUSSELL, STEVEN / SERVAIS, PHELICIA / WAUGH, AMELIA / LACHANCE, STEVEN /
 DUBEAU, AUDEY / VILLENEUVE, JACQUES / VALCOUR, DOMINIC / CONBOY, AUZTIN / BUTTON, SHAWNA
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 JORDAN R. / KHOURYATI, JOSEPH / NOONAN, JESSE / POIRIER, ROBERT / MACDONALD, IAN ANDREW /
 SEYMOUR, KEVIN T. / BROWN, DANNY / PORTUGAISE, ERIC / POWELL, MITCHEL S. / LATULIPPE, LUC /
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 JACOB / HUNT, SHANE / MCCUTHEON, MATTHEW / ANDERSEN, CHAD / HALLIDAY, CHRISTOPHER /
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these words!

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— — — —

S O M W N N A

— — — — — —

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Answers: Tree, Snowman