

CORE VALUE:



QUALITY



## DELIVERING QUALITY FOR THE CITY OF OTTAWA

We always strive to be better – this includes our quality of services and products. As we complete more and more high-profile projects with the City of Ottawa, we continually up our quality levels. While this means ensuring we have strong Quality Control practices and procedures, it goes further than that. With Quality as a Core Value, it also means delivering the best product, the best service and the best completed project we can. So, when the City introduced Vendor Performance Management (VPM) a few years ago to track the quality of its contractors, we were well aligned to meet the City's expectations. In fact, the scores are in and we are performing well above average!

### What is VPM?

Vendor Performance Management (VPM) is an assessment of a contractor's overall delivery and performance, which looks at elements like project management, quality control, health and safety and cost management. "Traditionally, bids were awarded based on the lowest cost, but following an Auditor's report it became apparent the City wasn't necessarily getting the best value so it moved from a cost-only to a best-value model for selection," explains Ivan Levac, Assistant Manager, City Division. "It is one of the first cities in Canada to weight vendors based on price and score, rather than just price." So, contractors can't rely on being the lowest bidder anymore, they have to deliver high quality.



## MESSAGE FROM THE CEO

### CORE VALUE: Quality

On behalf of the Tomlinson family, I want to wish you and your family Happy New Year!

Looking back on 2018, it was a very interesting and successful year for the company. I would say challenging too, but really, every year has its challenges.

We have received recognition and acknowledgement from our industry peers, with a number of awards such as the *Sustainable Concrete Construction Award* from Construct Canada and the *Excellence in Innovation and Sustainability Award* from CASA.

We bid two of the largest partnership projects in our history with the light rail transit bids. Although we are not the successful team, we know there will be lots of contracted work for these projects that we will be part of over the next 5-10 years.

About 240 of us moved into The CORE, where we have seen greater collaboration and teamwork between the various divisions. The close proximity to the different groups has brought us collectively closer together, with increased and improved communication.

The Combined Sewage Storage Tunnel (CSST) project completed their first phase and have moved the tunnel-boring machine where it is working its way underground to the next surfacing at LeBreton Flats.

Don Hart has joined our Tomlinson Family, and is now helping us grow through the 401 corridor as we expand through eastern Ontario.

These are just some of our accomplishments for 2018, there are so many that we have had and so many people that have helped to make each of them a success.

As we move into 2019, we want to continue to improve upon what Tomlinson is and what the company will become. A number of years ago we defined our core values with 10 statements around integrity, excellence, work ethic, people, innovation, teamwork, customer focus, quality, safety and environmentally conscious. We can summarize all of these to a statement or belief in Operational Excellence. We are always striving to perform with these 10 key elements to the best of our ability every single day on every single task.

Thank you all so much for the past year. It is a privilege to lead such a group of dedicated employees, who continue to strive for operational excellence. With

your support, and the commitment by everyone at Tomlinson Group of Companies, we will continue on our path to being the strongest infrastructure and environmental services organization in Eastern Canada.

We wish you and your family all the best for 2019!

**Ron Tomlinson, CEO**

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### How is the VPM score calculated?

The City scores contractors based on the following criteria, with varying importance assigned to each criterion:

CRITERIA	POINTS/PERCENTAGE
Overall Project Management	15
Supervision	10
Quality control (material & procedure)	15
Health & Safety	15
Cooperation & Public relations	10
Cost control	10
Site management	10
Schedule management	15

An overall score of 70% is deemed satisfactory by the City:

PERFORMANCE DESCRIPTION	EVALUATION SCORE RANGE
Outstanding	90 – 100%
Commendable	80 – 89%
Satisfactory	70 – 79%
Needs Improvement	50 – 69%
Not satisfactory	< 50%

### How is Tomlinson performing?

"We are well above the industry average of 80%," says Tim Vizena, Vice President, City Division. In fact, the team scored 94% on the Airport Parkway asphalt and culvert replacement, completed September 15th, 2018. The City provides incentives to contractors for providing asphalt that exceeds specifications and we are proud of consistently being rewarded with a financial bonus for our asphalt projects.

## How does Tomlinson gain such high VPM scores? Quality Control procedures

“Our Quality Control practices are a significant part of our success,” says Tim. “We are consistently close to the mix design, following specifications, and adhering to requirements from a product perspective. Having in-house capabilities for quality control testing at our asphalt plants is a large investment from Tomlinson, but it demonstrates to the City we have the ability to work at a high level of quality. With the asphalt for the Airport Parkway for example, we exceeded the quality control standards on two of the three lots.” Dana McLachlin, Quality Control Manager, agrees: “We closely monitor the hot mix at the plants, ensuring the best compaction and most representative samples. It’s truly a team effort. The quarry division has really stepped up to the plate and done a great job of producing material which is representative of what went into the mix design.”

## Teamwork

“From the foreman, to the conscientious field technicians, to the quality control team, the plants, the quarries - it really is kudos to the whole team!” says Dana. “We share a common goal of quality products and services, and communications are excellent between everyone.”

## Core Value

Having Quality as a Core Value has made a huge impact on our company culture and success, according to Pierre Boivin, Operations Manager for the Airport Parkway project. “There has been a shift in our culture. We’ve recognized we need to put quality and safety first instead of just fast production. It is something all our employees live by and promote. The team is great and they brought this culture to the Airport Parkway job. We made sure our Project Manager had all the tools and resources to be successful, partly because it was such a high-profile project. If we do fail a test result somewhere we recognize it, identify it, send out a quality alert and communicate what needs to be done to correct it.”

## Communication

One of the motivations to introduce VPM scores was to improve communications between the City Project Managers and the contractors. Tim explains, “to gain a good VPM score you have to attend meetings with the City, find out what’s important to them, and how you can solve issues together. If we don’t ask our customers what’s important to them we don’t know. On some jobs PR is a huge deal, on other jobs pedestrian control is a bigger issue. We need to know so we can deliver the best result. The City is extremely happy with our communications.” Robert Enright, Project Coordinator for the Airport Parkway expands, “at our first meeting with the City PM, she laid out their expectations. We made sure to discuss the job with all parties, and we provided daily updates via text, phone, and email. The City PM was in the know as much as the consultant.” The Tomlinson Team demonstrated preparedness at every meeting, always presenting the required information. “We have gone out of our way to have start-up meetings with the City,

clarify expectations, schedule progress meetings, document where we’re performing or not, and how we’re improving. It means there’s more administration, more documentation, but we have a much better idea of what the client is expecting,” says Ivan.

## Schedule and Cost

“When we submitted our schedule for the Airport Parkway we committed to finishing on time,” explains Robert. “However, with the use of innovative techniques and materials, as well as alternative methods we were able to save the City money and finish a full two weeks early. This was a major reason for our high rating.” Tomlinson moved as many operations as possible to daytime with no traffic impact (including overlapping culvert work, double ramp closures, rotating ramp closures so that granular shouldering work could proceed in one night versus three nights). The Mayor took note of the success on this project and tweeted his thanks to staff and contractors for completing the project two weeks ahead of schedule.



## Why are VPM scores significant to Tomlinson?

“Starting in 2019 when the City awards a job, 90% of the decision will be based on price, and 10% on the contractor’s VPM score,” says Tim. “In 2020 it will be 80% price and 20% VPM. You can win the job even if you’re not the cheapest.” This places a higher emphasis on criteria like quality, communication and project management. Tomlinson’s goal is to be the best, give a competitive advantage to its customers, achieve high customers satisfaction and maintain a reputation of high quality in Eastern Ontario. Having a high VPM score is an important part of this reputation. “We have made high VPM scores a priority and we don’t turn it off when we work on a non-City project. It’s a culture which transfers throughout all divisions, of finding out what the customer needs, are they happy, how can we meet those needs while still matching the quote. Supervisors make a big effort to push this culture all the way down to our sub-contractors. The sub-contractors’ work can impact our score so we put a lot of value on communicating our expectations to them.” Robert adds, “It sets a precedent, of pride and commitment in ourselves, to the City, our customers and our partners. Our score represents the dedication we put into our job. Every Project Manager puts their heart and soul into a job, then we drive on that road the next day and we can put our name on it and know we did well for the City!”



# Tomlinson wins Sustainable Concrete Construction Award for The CORE

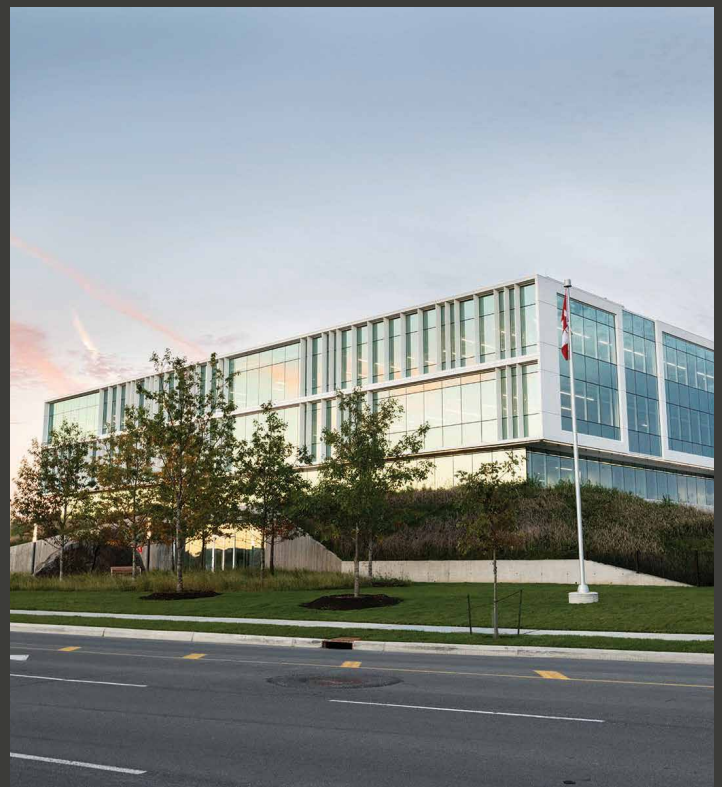
On **November 30, 2018** Tomlinson received the Sustainable Concrete Construction Award for The CORE, its new centre of operations in Ottawa. The leading-edge project was honoured with the presentation of a plaque at the Ontario Concrete Awards Banquet at Construct Canada in the World of Concrete Toronto Pavilion, Metro Toronto Convention Centre, on Thursday, November 29, 2018. The building, completed June 1, 2018, was created with a focus on sustainable design, integrating natural and built landscapes into its planning, while using innovative techniques and materials to lower greenhouse emissions and reduce energy costs. Concrete was the material of choice for its structural strength, durability, sustainability and aesthetic appeal.

Tomlinson selected concrete for its low albedo and heat retention to reduce the building's energy costs. The facility's 7000 m3 concrete included almost 27% of Post Industrial Recycled Content. A concrete roof slab was chosen for its longevity and ability to reduce the spread of water and fire damage to the building. Exposed concrete walls and ceiling decreased the amount of new material used throughout the building.

Tomlinson adhered to sustainable concrete construction techniques throughout the build. Several specialty concrete mixes were used to lower the amount of cement in concrete mixtures

without reducing performance and workability. These specialty mixes allowed work to continue through the winter while reducing the amount of greenhouse emissions with the use of supplementary cementing materials. For example, slag and silica fume minimized the amount of GU cement, while superplasticizers reduced the amount of water in concrete mixes, ultimately lowering the total cement required for the concrete and lowering the amount of carbon dioxide created during production. Smart Concrete™ technology produced accurate temperature readings to calculate the strength of the concrete earlier and minimize heating costs during winter.

As well as choosing concrete for its sustainability, the company installed floor-to-ceiling windows on each floor to provide sustainable lighting. Daylighting design was incorporated into the architectural design to increase the natural light throughout and regulate indoor temperatures. The CORE was designed as a LEED Silver targeted building, with expected certification in 2019. With a foot plate of 19,202 sq. ft. and a facility area of 84,703 sq. ft., The CORE allows Tomlinson to deliver its full suite of services from a centralized location, fostering innovation between business units and enhancing operational efficiency.



# LYSTEK RECEIVES 2018 AWARD

## for Excellence in Innovation and Sustainability at CASA Conference

On August 9, 2018 at the 63rd Annual CASA Conference in Monterey, California, Lystek International (Lystek) and the Fairfield-Suisun Sewer District (FSSD) were honored by the California Association of Sanitation Agencies (CASA) with the award for Excellence in Innovation and Sustainability. The award was given in recognition of the successful, ongoing operation of the 150,000 ton, Lystek OMRC (Organic Material Recovery Center), a Public-Private partnership originally commissioned in August of 2016 at the Fairfield-Suisun Sewer District in Fairfield, California.

Since 1996, CASA has showcased its members and their remarkable efforts to help create a clean and sustainable environment for California. Lystek and FSSD were selected to receive this prestigious award, which recognizes innovative approaches to implementing an existing technology or the development of new, cutting-edge technology utilized in wastewater collection, treatment, wastewater and biosolids recycling and/or renewable energy production.

The CASA awards committee is made up of managers from CASA member agencies throughout California.

Lystek is establishing itself as a market leader in executing unique, practical partnerships with significant, measurable benefits. The state-of-the-art, OMRC-FSSD is proof of this. The facility opened with 14,000 tons of volume per year from the FSSD and now provides

services to numerous Bay Area agencies, including the cities of San Francisco, Santa Rosa, Petaluma, Benecia, and many others.

“We are extremely honored to be recognized by CASA for our efforts in Innovation and Sustainability,” said Kurt Meyer, President of Lystek. “We are fully committed to pushing new ideas forward while delivering real solutions for resource recovery that are innovative, but also fiscally and environmentally responsible.”

This latest award builds on the success and momentum for Lystek in the USA and it comes on the heels of the Governor’s Environmental and Economic Leadership (GEELA) Award for 2017, which was presented to the company at a special award ceremony held at the California Environmental Protection Agency (CalEPA) headquarters in Sacramento, California earlier this year. That honor was presented to the company in recognition of its market-leading technical solutions, customer satisfaction and numerous achievements in the sustainable management of biosolids and organics. In that case, the Fairfield project was cited as a leading example in the category of Sustainable Practices, Communities or Facilities.

“At Lystek, it is our firm belief that we can, and must, develop practical and proven solutions for organics management,” added James Dunbar, General Manager of the OMRC-FSSD. “We are very proud to be recognized by our peers at CASA as part of the rapidly evolving clean tech/green tech movement.”



**LEFT TO RIGHT:** Jordan Damerel, FSSD, Jim Dunbar, Lystek, GM, Kurt Meyer, Lystek, President, Rick Vaccaro, FSSD Board member, Greg Baatrup, FSSD, GM, Mike Segala, FSSD Board President, Chuck Timm, FSSD Board member, Mike Hudson, FSSD Board member, Bobbie Larson, CASA, Executive Director, Paul Bushee, CASA, President

# CREATING A SAFETY CULTURE, Empowering your Employees

Some companies surpass safety goals by building tools into their business DNA that empower all employees to include safety in whatever they see and do. It is common for companies to talk about their desire to create a culture of safety. However, creating a safety culture that actually makes work safer requires more than making regulatory compliance a goal.

“Safety culture is about measuring the presence of safety, not the absence of Accidents,” unknown author.

## CORE VALUE

A safety culture reflects the attitudes, beliefs, perceptions and values employees share as they relate to safety.

Compliance is a basic component of a company’s safety program. Safety culture must go deeper than compliance.

Safety should not be viewed as a priority; safety is a core value. Priorities often change. Core values represent who you are and what you do – they define an organization.

## LEADERSHIP

To create a living safety culture, company leaders must commit to the transformation. Openness and honesty when it comes to safety is a key element for cultural transformation. It is also important to celebrate results as they happen. You have to celebrate the good and at the same time immediately communicate the near misses or opportunities for improvement.

Teams should be rewarded for strong safety performance. Rewards are instrumental when trying to change behavior as they complement the efforts put forth.

In order to get to a place that looks right leaders must first acknowledge the current state of safety within their company. If leaders shrug off incidents as a cost of doing business, the culture cannot transform.

Leadership must decide and communicate what is and is not acceptable. Leadership has to be involved on the jobsite to establish the necessary level of trust to support the transformation process.

## EMPLOYEE ENGAGEMENT

Employee engagement is key to a successful transformation. You must have standards and processes that actually produce results. Safety coaches and mentors supporting the standards and process is also an integral part of the transformation.

When employees take ownership of safety themselves, the result is both leadership and frontline employees owning accountability. When that happens leadership can spend most of its time providing support coaching and training resources.

The “safety first” introduction starts on the first day of employment. The orientation is key to setting a heavy emphasis on safety as an organizational culture. After the first day, when the employee arrives at the worksite/office, the worker should be further developed on the safety culture of that specific work place. Everyone gets an orientation.

Whether you are a veteran or a new employee, you have the authority and responsibility to stop and address anyone on a jobsite/ office doing something unsafe. Getting to know people on a personal level and fostering an ongoing dialogue around safety are critical to achieving an engaged workforce and strong safety culture. Transforming to a safety culture takes time. Thus, patience needs to be exhibited to allow it to happen. No company is 100% perfect.

Creating the safety culture and empowering employees is something we are beginning to embrace at Tomlinson. As we strive to be a leader in the market and industry, we should strive to be a leader in Health and Safety. By empowering our workers to be strong and confident enough to approach another worker, or even the CEO, and let them know that “hey you don’t have on the proper PPE” or “what you are doing is not safe and you need to stop” will enable us to transform our safety program from compliance based to a culturally based system. Once you have everyone doing what is right when it comes to safety, compliance will naturally be a part of the culture.





# “LEGAL” IS NOT THE SAME AS “ACCEPTABLE AT WORK”

Attitudes towards the medicinal – and recreational – use of cannabis have changed dramatically over the past decade. Cannabis is used as an effective treatment for a growing number of medical issues, including glaucoma, chronic pain, seizures, and nausea resulting from chemotherapy.

Recreational cannabis is now legal. Even though it is legal, employees do not have the right to use it in the workplace. We have strict health and safety guidelines regarding the use of alcohol or drugs in the workplace and zero tolerance policies for impairment. The decriminalization of cannabis did not change the fact that employees are expected to show up sober, stay sober and perform to expectations. This includes during breaks, lunch and at company required functions.

We want our employees to be and stay safe. Cannabis is known to have the following effects, all of which affect one’s ability to perform work safely:

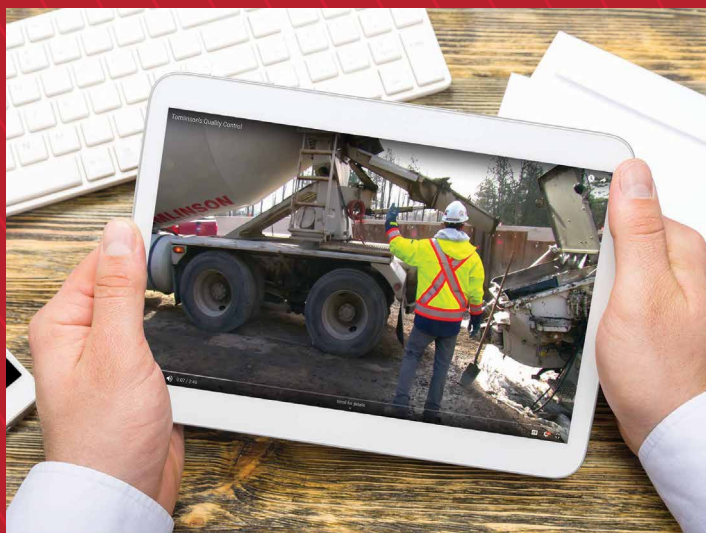
- Short-term memory problems
- Impaired thinking
- Loss of balance and coordination
- Decreased concentration
- Changes in sensory perception
- Impaired ability to perform complex tasks
- Decreased alertness
- Decreased reaction time

At home, with the legalization of recreational cannabis, it puts parents in a tricky situation with their kids and how to talk to them about drugs. Teens are curious, and are trying on different values and personalities and want to know what drugs or alcohol are like. Combine this with the fact that they are risk-takers, but have little understanding of risk consequences, plus they have peer pressure and want to be seen and accepted as part of the group. This puts parents in a tough spot explaining why some drugs are now legal.

Communication is perhaps the most important aspect of your relationship with your teen. When talking with them about important matters, do your best to understand their point of view. Wherever possible, establish and maintain communication about drugs and alcohol before you believe you have any reason to worry. An option could be to try to find a neutral way to bring up the subject, e.g. did you see the newspaper article about that celebrity who overdosed? Did you see the anti-alcohol ad? What did you think of it? Remember that your child may use this same strategy to raise issues with you. Be open and ready to communicate.

Whether at home or at work, it is often difficult to recognize when you or a loved one has a problem—and even more so to take the first steps to seek help. Our Employee and Family Assistance Program provides immediate and confidential assistance.

Visit [workhealthlife.com](http://workhealthlife.com) or call 1-844-880-9142 to reach our provider.



## VIDEO SHOWCASE

Watch our Quality Control video to see how we strive to deliver the best products using quality materials. An extreme amount of care and attention go into our quality control processes, and thanks to all the hardworking, knowledgeable people on our team, we always feel confident in our end results.

<https://youtu.be/4ncacHV9BUM>



# PROJECT BEDROCK

**After a successful implementation of our SAP S/4 HANA solution to Ottawa Greenbelt Construction, Tomlinson Ready Mix and Ontario Trap Rock on April 2nd, 2018, we are pleased to announce on September 25th, 2018 we officially kicked off the next phase of Project Bedrock!**

## **What does this next phase of Project Bedrock bring?**

Leveraging our solution from the first phase of Project Bedrock, we have three major scope areas for this phase of Project Bedrock:

1. We will be upgrading our version of SAP S/4 HANA to the latest version to ensure the Tomlinson Group can leverage the latest functionality available to us;
2. We will continue to optimize the solution implemented in the initial phase to allow the solution to meet the evolving current and future needs of our dynamic organization;
3. We will integrate an additional Tomlinson Group business unit – Dufresne Piling Company – into the SAP S/4 HANA landscape.

## **What else has been happening with Project Bedrock?**

Since going live on April 2nd, the team has not stopped! The solution continues to evolve with the development of new field data capture applications that will simplify the day-to-day lives of our field staff and provide a mechanism to store additional project information that traditionally has been stored on paper forms and books.

Project Bedrock has truly embraced the Innovation Core Value of the Tomlinson Group! We continue to evaluate opportunities to leverage technology to make us more efficient and provide better data to all levels within the organization. With this in mind we are piloting and investigating products that we can use in our dispatch activities, reporting options, health and safety and quality.

Should you have any questions or comments, please do not hesitate to reach out to [ERPTeam@tomlinsongroup.com](mailto:ERPTeam@tomlinsongroup.com)



## **Attention Red Army!**

We want to share more photos of great field work, faster! Please send us your pictures showcasing projects that you're working on. Email your photos along with a short description of the project (what, who, where) to [social@tomlinsongroup.com](mailto:social@tomlinsongroup.com). We can't wait to see your photos!





# PARTNER SHOWCASE

## ENSURING QUALITY WITH SMART CONCRETE™



As the only provider of Smart Concrete™ in the greater Ottawa region, Tomlinson employees are in a unique position to offer higher Quality, speed and efficiency to our customers.

One crucial step in Quality Control is testing in-place concrete strength on a construction site. The standard method of breaking field-cured specimens means the Quality Control Administrator and Project Manager have to wait for results before proceeding with the work. Keen to provide a quicker and more reliable solution, Tomlinson partnered with Giatec to become the exclusive vendors of Smart Concrete™, which provides real-time concrete strength results on the job-site.

### Reduction in manpower and schedule

Contractors install Smart sensors within the formwork, pour the concrete, then use the Smart Concrete™ app to select the Smart mix. The mobile app analyzes the data obtained from the wireless sensor to show concrete strength instantly, rather than the typical method of waiting for results. The app immediately creates tables and graphs showing the real-time temperatures and specified strengths. This makes it much easier and quicker for the Quality Control Administrator to monitor the strength of the poured concrete.

“Smart Concrete™ enables our employees to differentiate themselves,” explains Ryan Andre, Quality Control Manager, Tomlinson Ready Mix. “Our customers have the power in their hands to see the real data right away, without relying on dozens of field-cured cylinders. One of the biggest benefits is reduction of

manpower and schedule. With Smart Concrete™, a job that normally takes 3 days, can be done in 2 or 2.5 days. It’s also really easy to use: we offer a full package service where we deliver the sensors and help them install them, and the solution plugs into any smart phone system. This product shows their next step.”

### How does Smart Concrete™ ensure Quality?

The technology uses a maturity test whereby embedded sensors record the temperature and strength of the concrete in-situ. Compared to a break test where cast cylinders are taken from the pour and crushed in a compression machine, the maturity test improves Quality by offering greater reliability:

MATURITY TEST	BREAK TEST
Data is logged without interruption so the results are generally more consistent	Results may be affected by improperly prepared, handled or tested cylinders
Predicts the actual in-place strength of concrete	Cylinders have small volumes but large surface areas so they retain less heat which results in low breaks
It can show local variation in strength for different structural locations	Temperature history for cylinders may differ due to curing conditions, causing a different rate of strength gain which results in high or low breaks



The Smart Concrete™ app provides the temperature and strength history of the concrete. So, on a mass concrete pour for example, a customer can see where the concrete temperatures are over the crucial first seven days to make sure they're getting the strengths they need and are not going outside of the CSA guidelines.

The app uses the well-established method of concrete maturity based on the ASTM C1074 standard practice, adopted by ACI and many DOTs in the US. It also creates PDF reports and allows information to be shared with others through the cloud, improving analysis and communication.

### Reduced disruption on the 417: Case Study

Smart Concrete™ offers a number of advantages for pavement application, where strength data is required to optimize opening roads to traffic. We successfully used the technology in one portion of Highway 417 where panel replacement was required. Access to real-time strength results on the jobsite meant engineers were notified (within an hour) when they could open the concrete pavement to traffic. Previously, concrete cylinders had to be sent to a lab 100 kilometers away from the jobsite, and contractors had to wait to receive the results from the labs. With Smart Concrete™, we were assured of a Quality product much more quickly than normal which also meant we could reduce disruption to the public.

Tomlinson's employees can be assured that when they deliver Smart Concrete™, they are giving customers better control on project scheduling, reduced labor costs and break tests, as well as an early completion time. All great reasons to use Smart Concrete™.





# LYSTEK ANNOUNCES

## FIRST COMMERCIAL SCALE MOBILE THERMAL HYDROLYSIS PROCESSING UNIT

On November 1, 2018, Lystek announced the commercialization of our first, low temperature, low pressure mobile Thermal Hydrolysis Processing unit (Lystek Mobile THP®) – a first in the biosolids and organics management sector in North America.

This new innovation was conceived in response to growing market demand from smaller scale treatment plant operators for sustainable biosolids management solutions in support of the movement toward resource recovery.

“The new, Lystek Mobile THP unit is part of our plan to continue innovating and providing the market with a range of practical solutions for biosolids and organics management,” says Rick Mosher, Chief Technology Officer for Lystek. “It extends the opportunity to a wider range of wastewater treatment facilities to participate in the many benefits of Thermal Hydrolysis with a compact package based on our proven, award-winning technology.”

In terms of scalability, the Lystek Mobile THP unit is the company’s smallest commercial system built to date. It capitalizes modular design and extends the proven advantages of Lystek’s in-plant Thermal Hydrolysis solutions by providing a compact, cost effective package that is capable of rapid implementation. It is designed to operate entirely within two vertically stacked 50’ containers and requires minimal, external utilities.

Lystek Mobile THP can provide operational flexibility for generators of biosolids with options to;

- Produce a federally recognized, Class A quality biofertilizer product;
- Optimize the value of digester infrastructure through such measures as decreased output volumes to reduce management costs and increased biogas production for subsequent conversion to “green” energy and/or;
- Create a cost-effective, alternative source of carbon for Biological Nutrient Removal systems

The unit will be made available for installation as a permanent solution in smaller scale facilities where the operating parameters and capacity of the unit can be matched to processing needs, or it will be leased for shorter terms to confirm market demand or to address challenges requiring time-sensitive solutions, while developing a long-term, full-scale plan.

“Capital remains a primary constraint for many small to medium sized treatment plants who are also tasked with managing ageing infrastructure and the risk of evolving regulations surrounding biosolids management. Lystek Mobile THP offers a practical solution to respond to these changes in a cost effective manner, particularly when a full facility upgrade may be premature or not required,” concludes Rick. “We are excited to be able to offer this option.”





# TOMLINSON SPONSORS Mayor's Holiday Party

Tomlinson helped kick off the holiday season by once again sponsoring the Mayor's Holiday Party on Saturday December 8th, 2018 at City Hall. As part of our mission to give back to the city where we live and work, we were delighted to donate \$5,000 to this popular event, now in its 18<sup>th</sup> year. Not only is it a fun celebration for residents, but the organizers support the Ottawa Food Bank by collecting non-perishable food donations.

Marion Dewar Plaza was filled with local residents skating on the Sens Rink of Dreams, eating BeaverTails, roasting marshmallows and singing Christmas songs around a campfire. Santa and Mrs. Claus visited and there were horse-drawn wagon rides on the downtown streets surrounding City Hall. Live entertainment was provided by LGS (Le Groupe Swing) and Sonshine & Broccoli, and inside in Jean Pigott Place there were refreshments.



## CELEBRATING THE HOLIDAYS

Tomlinson staff enjoyed coming together for a 'Country Christmas' at the Centurion Center on Saturday, December 1<sup>st</sup>. The festivities kicked off at 6pm with food, beverages and award-winning country music star George Canyon!

The popular **Toonie Bar Program** raised \$11,024 for the **Ottawa School Breakfast Program** once again this year. The Tomlinson Family Foundation will match the money raised, bringing the total to \$22,048. We love supporting this initiative, which provides local students in need with a nutritious breakfast, something many of us probably take for granted. With this crucial meal, we know these children and youth have the energy their growing bodies and developing brains need to succeed in school.

On Friday December 7<sup>th</sup>, employees from **Ontario Trap Rock** gathered at the Delta Sault Ste. Marie Waterfront Hotel & Conference Centre to enjoy cocktails & hors d'oeuvres, followed by a buffet dinner featuring roast beef centre and various seafood plates. They were entertained by the live band Bone Yard and a DJ, and captured the evening with a picture booth.

The **Lystek** team celebrated on Saturday December 8<sup>th</sup> in the Garden Terrace at Cambridge Mill in Cambridge with a cocktail reception followed by a dinner.

In **Kingston**, we had a great evening of food and relaxation at the Grizzly Bar and Grill on Saturday December 15<sup>th</sup>.





# TOMLINSON SUPPORTS CRUISE DON'T BRUISE EVENT

Tomlinson donated tents, comforts stations, a sanitary stand and BBQ at the 9<sup>th</sup> annual Cruise Don't Bruise motorcycle ride on August 25<sup>th</sup>, 2018. The event, organized by the Eastern Ottawa Resource Centre, raises awareness and funds for the organization's Programs Against Abuse to help end domestic abuse. Over 260 participants and more than 30 volunteers came out and supported the cause, helping raise \$16,296 towards the programs which support women and seniors who suffer abuse, as well as children who witness abuse.

"Thank you for your tremendous support for our 9<sup>th</sup> Cruise don't Bruise event," said Nathalie Lafrenière, Directrice générale/ Executive Director, EORC-CREO. "The donation of the use of Tomlinson equipment was instrumental to the success of our day. As a non-profit organization providing supports to the community, we continue to find ways to address the gaps in helping people live vibrant, healthy and safe lives by fundraising and having events such as these. We are proud to ensure that 100% of the funds raised go directly to support our programs. We hope you can attend in person next year for our 10<sup>th</sup> anniversary of the event."





# THE TOMLINSON FAMILY FOUNDATION HOSTS CHARITY SLO-PITCH TOURNAMENT

The weather wasn't going to hold back the Red Army and friends from playing in the third annual Tomlinson Family Foundation's Charity Slo-Pitch Tournament on September 22<sup>nd</sup>. With the help of 45 corporate sponsors we have raised an amazing \$128,032.85. The Tomlinson family will match all contributions received, bringing the combined total to \$256,065.70. The money raised will be donated to The Boys and Girls Club of Ottawa and various other local charities. Last year, the Tomlinson Family Foundation committed 1 million dollars to The Boys and Girls Club of Ottawa over a five year period.

With seventeen games in a round robin tournament, the Greenbelt Gongshow took first place in the competitive division and the South-end Sluggers won the recreation division.

It was a fun-filled day for all ages with the sixteen teams playing games throughout the day. Attendees enjoyed a barbeque lunch and refreshments in the beer tent.

Thank you to all of the players who braved the traffic and power outages to participate in the event and help make the event such a great success.

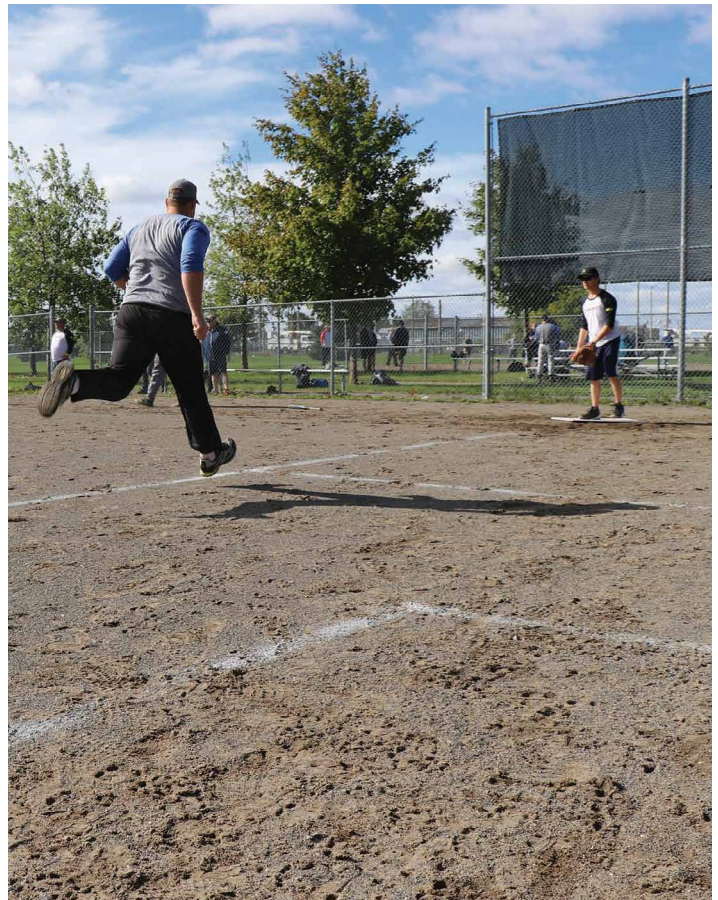
Tomlinson would like to thank the volunteers who made this day possible. Thanks to our Tomlinson employees Tina Felhaber, Stacy McKay, Dana Lewis, Jennifer Staples, Patti Perry, Josh Legault, Jeff Tomlinson, Matt Blake, Mike Evans, John Legault, Milissa McDowell, Toby Windsor, Taylor Provesan, Sean McGrath, Lynne Prodhome and Chef. As well a special thanks to Patti Perry and our student volunteers Madi Edwards, Emily Legault, Emily Keon and Ty Robillard.

**"It was a great day that brought co-workers, friends and families together to share laughs, have fun, and to see everyone's competitive side come out. I will definitely be back next year!"**

*Briar Sullivan, CVOR Administrator*

**"Congratulations once again to the entire volunteer group for a very well run charity tournament! It's always a good feeling to be part of such a great event! The Greenbelt Gongshow Team was once again was able to fend off the challenger and remain the RWT Competitive Division Charity Tournament Champions for the second year in a row. We're looking forward to next year already"**

*John Legault, Senior Project Coordinator*





# Tornado Relief

In response to the damaging tornadoes of Sep 21, 2018, Tomlinson joined the City of Ottawa and many locals in providing what relief we could. Our thoughts are with our employees and their families, and many others who are still rebuilding their homes and lives in the wake of this disaster. We were able to provide Comfort Stations in various locations to aid crews who were involved in clean-up. Our equipment and operators were quickly mobilized to help remove debris, which was taken to our Materials Recycling Center in Carp.

## #DUNROBINPROUD

We were delighted to support the #DunrobinProud golf fundraiser on October 18, 2018. Held at Eagle Creek Golf Club, the event was the collaborative result of a group of Dunrobin residents, neighbours, business people and friends who came together to raise money for the Dunrobin Community Association, who are distributing the funds to provide ongoing and long term support as the community recovers from the September 21 tornadoes. The initiative has raised at least \$45,000 so far.

A strong believer in giving back to the community where we live and work, as soon as we became aware of the initiative, we decided to donate:

- Comfort stations
- Garbage bins
- Tents
- A BBQ trailer

Participants attended an 18-hole golf tournament, followed by a BBQ, bar tent, a band and silent auction open to non-golfing family members and children. Close to 400 people came through the doors.

“Eagle Creek is a big part of the Dunrobin community and many of our members and staff were affected by the tornado,” explains Ryan Little, Director of Operations, Eagle Creek Golf Club. “Our goal with this fundraiser was to eliminate costs for the event so we could give as much as possible back to the community. I was delighted when Tomlinson said they wanted to be involved. They are one of the best companies locally at supporting golf events in the city and their contributions played a huge part in making this event successful. We couldn’t have done this without our partners in the city supporting us, including staff from the golf club and food vendors.”

Visit <http://dunrobinproud.ca> to donate to this important cause.



# Pink Army does Mud Girl

This summer, a brave group of nearly 14 Tomlinson women entered the Mud Girl run.

“It was a great day, with all girls helping one another to get this race done - some faster than others, lol!” said Sherry Harding. “We laughed a ton and the weather was great as well. We couldn’t have asked for a better day and we hope to have a much bigger group next year!”



LEFT TO RIGHT: Melanie Brennan, Amy Fox, Holly Black, Lesley DeFranco, Sherry Harding, Tara Chow, Kelly Potts, Stephanie Calagoure, Alisa Perlstein, Amy Tomlinson, Tina Felhaber  
Absent: Andrea Clark, Phelicia Servais, Bobbi Burke

# Tomlinson's Red Army

## Sleeps Out for Youth Homelessness

Once again, Tomlinson's Red Army gathered a team of hardy volunteers to sleep outside on December 6<sup>th</sup>, 2018 at the TD Place stadium field. Over the past 3 years The Red Army Sleepout Team has raised \$31,926. We would like to thank the Tomlinson Family Foundation for their support; they have been an integral part in our team's success, contributing \$8,000 in 2017 alone.

The annual event raises critical funds to support homeless youth in our community. On the eve of the SleepOut there were organized events like bubble soccer, crazy forts, and a photobox. At 5:30 am the following morning, a light breakfast was served before closing remarks. Over the past six years more than 2,000 people have spent one cold night outside and raised more than \$1 million. These donations fund life-changing programs and services for homeless youth. The team began their fundraising with a Bake Sale on Oct 4<sup>th</sup>.

The Red Army YSB SleepOut team wants to thank everyone who came out to support our various fundraisers including: Bake Sale, 50/50, Yuk Yuk's Comedy Show and Silent Auction. These fundraising events collectively brought in \$11,158 in 2018.

We would also like to thank our suppliers who donated various items to the Silent Auction which was our largest success, bringing in \$3,424. Thank you to Tallman Truck Center, JCL Wood, EMCO Waterworks, M-Con, J Burchil Excavation, Lafarge, Merkley Supply, Corix and Forterra.

A sincere thank you to The Red Army Team members who participated in the event and braved the cold for such a fantastic cause!



**LEFT TO RIGHT:** 2018 Red Army Team - John Dwyer, Riley Smith, Paul McCarney, Lee Timmins, Joe Skrepnek, Jeff Stanley, Adam Hendrix, Stephane Belanger, Alisa Perlstein, Kerry Visutski, Briar Sullivan, John Legault, Emily Legault, Mitch Jackson, Becky Gilmer, Dany Poulin, Milissa McDowell, Phelicia Servais, Alexandra Donovan, Mary Theresa Gelineau, Cohen Gilmer, Liam Dwyer, Angela van Galder



# UNIQUE ROLE

## Chris Walker, Quality Control Administrator

As a **Quality Control Administrator (QCA)** Chris Walker knows all about the procedures, specifications and standards which ensure Quality at Tomlinson. But the real secret? Caring. Read on to find out what makes Chris' role unique and how Quality permeates every part of the company.

Chris Walker has worked as a QCA for three of his six years at Tomlinson. His role is to ensure Quality procedures, standards, and specifications are followed on each contract. He gets paired with a Project Manager and could work on multiple construction projects at a time - usually building structures, bridges, or structural culverts. Most projects last one to two years.

### A UNIQUE POSITION:

He is responsible for:

- Ensuring all materials - concrete, granular (e.g. for backfilling and grading) - are placed in conformance with OPSS.
- Making sure the Foreman has the specifications he needs to do his job correctly, e.g. contract drawings, specifications.
- On-site inspections, including pre-inspection.
- Submitting test samples, results, paperwork, certifications before moving onto the next operation in a project.

What makes his position unique is that he gets to be involved with almost every aspect of the job: from coordination, to Quality control, to management and supervision. This also means Chris is multi-skilled. "I love that I get to see every part of a project," says Chris. "I have to know about the materials, understand the contract needs, and communicate well with lots of different people. While I spend a lot of time with the Project Manager and Foreman, I also work with the Superintendent, the crew, and the sub-contractors."

### THE KEYS TO QUALITY:

So, the biggest question is, how does Chris ensure Quality on every aspect of each project? "We have specifications to follow (OPSS/OPSD/Special provisions) and the City of Ottawa standards," Chris says. "I make sure the Foreman has all of that information and then it's a matter of following the necessary procedures and checks along the way. But in my experience, what really makes the difference is caring. For the job and for the people. Each member of the team has to care about the end result. Everything you do on a job is Quality control, whether you're constructing formwork or curing concrete. If there's not enough care, the final product may not be up to par." As a result, Chris invests heavily in motivating others. "I'm a true believer in giving confidence, from the site foreman to every construction worker." So, when Chris monitors a job, like pouring elements on a structure, he takes pictures and follows up with the manager to say the crew's workmanship was

fantastic and done within spec. He has discovered that being on-site and close to the workers and sub-contractors as much as possible is crucial to a Quality project.

Another key component to ensuring Quality is testing. Chris takes the extra step of doing his own testing on site, when possible. He checks sample materials from suppliers. He also takes samples and delivers them to the MTO regional lab.

Scheduling and coordination are other significant parts of his role. "I coordinate ordering materials to the site - granular, concrete, concrete pump," says Chris. "The scheduling is very important to the quality of the product, especially on a larger pour. You don't want concrete arriving too early or too late as that impacts the quality. I have to ensure deliveries are spaced accordingly."

### RIISING TO THE CHALLENGE:

There are many challenges to the Quality of a project: ensuring the design is clear; weather; scheduling so that Chris is on site at the appropriate times and nothing is missed; material that's not consistent. As Chris explains, "if the material is not up to scratch, we reject it until we have a product within spec. This can push the schedule off. There are temperature restrictions for pouring too, so the weather can hamper us. But at the end of the day, that material has to meet specifications."

Despite the challenges and the demanding specifications, Chris loves his role. "I love providing a product/service for people who need quality, building things that everybody will use, and learning new things. Quality comes down to work ethic: how much are you willing to put into this? That's why I'm proud to be part of the Tomlinson team; they stand by quality every step of the way!"





# NEW FACES AT TOMLINSON

ACTON, CHRIS / ALDRIDGE, BLAKE / AL-SALIHI, ABDULLAH / ANDERSON, ETHAN / ANDERSON, JARROD / ASSELSTINE, CAMERON / BARKLEY, JESSE BARRAS, DAVID / BELL, ANDREW / BLUM, MARK / BOBBITT, TYLER / BOLAND, ALEX BONGARD, GUY / BROBBEL, DEVIN / BOURGUIGNON, VICTOR / BOUTIN, JORDAN BRISTOW-TAYLOR, BRODY / BRONSARD, SHANE / COLFE, DONALD COMEAU, JOHN / COULTIS, GAGE / DAGENAIS, SEBASTIEN / DALEY, CONOR DAWES, JOSHUA / DEVINE, NOLAN / DIPELINO, FRANCO / DONOHUE, MICHAEL DRUMMOND, LUCAS / DUBE, RICHARD / DUNLEVIE, RYAN / DUVAL, MARC-ANTOINE EASTER, ROBERT / EMON, MITCHELL / ETTINGER, PHIL / FERGUSON, MARK FERREIRA, ALAIN / FITZPATRICK, RICHARD / FREDERICK, SHELLEY GAGNON, PAUL-ANDRE / GALLANT, CINDY / GEENEVASEN, OWEN GLODOWSKI, CORY / GOLLEDGE, MCKENZIE / GRIFFIN, GORDON / GRIMARD, MATTHEW / GRIMES, TIM / HANNA, TREVER / HARACHKA, BRENDA HASS, JOSEPH / HASENBERGER, KARL / HEALEY, STERLING / HEAPHY, VICTOR HICKEY, RANDY / HIGGINSON, ROSS / HILL, ROBERT / IMPERADEIRO, JOAQUIM / ISTEAD, WESLEY / JOHNSON, ALEXANDER / JOLICOEUR, DWAYNE JOLIN, SHANE / KIMMETT, MARY LINDA / KIMMETT, MIKE LABLANC, MATHEW / LAFAVE, SHELLEY / LAROCQUE, MIGUEL LATREILLE, CHAD / LINDO, KELLY-ANN / LISTER, DEREK / MALYON, ROBIN M<sup>C</sup>CORMICK, JOSH / MCGEACHIE, CONNOR / MCNEE, JOHN MOORHOUSE, JUSTIN / MORRIS, LORNE / NAPHAN, BERGIL / NOEL, AUSTIN NORMAN, HEATHER / O'CONNELL, TODD / PEARSON, LINDA / REMPEL, SHANNON RENWICK, ROY-EARL / RICCI, JEFF / RICHMOND, JIM / RODGERS, COLIN RODIE, PAUL / ROWLEE, PAMELA / SAYYEA, STEVEN / SCHNOB, JESSE / SCHULTZ, KEN SERSON, ALAN / ST. LOUIS, CLINTON / STADNYK, CRAIG / TESSIER, STEPHANIE THIBODEAU, JUSTIN / THISTLE, TRACEY / THOMPSON, RON / THOMPSON, SHIRLEY / THOMPSON, WALLACE / TOLENTINO, PETER / TRACY, JAMES TSAROUCHAS, NICK / TUDOR, DAVE / VALEN, LEVI / VANNEST, MARIE / VOLDOCK, SEAN WALSH, ANDREW / WARDELL, CODY / WHITTEKER, RUSSELL / WILLS, PAUL / WOOD, BRAD

# THANK YOU TO ALL OF THE YOUNG ARTISTS WHO CONTRIBUTED!



Winner: Evan - Age 13



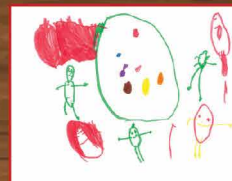
Henry - Age 3



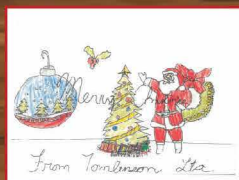
Olive - Age 5



Camille - Age 9



Evelyne - Age 3



River - Age 10



Jonathan - Age 7



Josh - Age 6



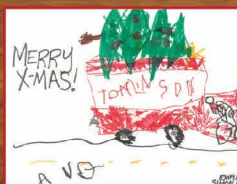
Joel - Age 8



Calen - Age 13



Samantha - Age 15



Ava - Age 3



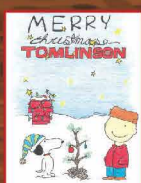
Olivia - Age 6



Olivia - Age 9



Leah - Age 6



Michaela - Age 14



Dawson - Age 12



Jaxson - Age 7



Khushi - Age 10



Veer - Age 10



Blake - Age 8



Tayah - Age 8



Hayden - Age 9



Chelsie - Age 11



Jackson - Age 6



Emma - Age 10



Emily - Age 5



Cohen - Age 9



Kelsey - Age 13



Fawn - Age 3



# BURSARY WINNERS



## Tyson Budarick

**School:** Algonquin College

**Program:** Computer Engineering Technologies

**Where do you see yourself 5 years from now?**

I see myself working hard doing a job I love. At the same time I will continue learning and growing my skills so that I can be the best I can be.



## Derek Flann

**School:** Ottawa University

**Program:** International Studies and Modern Languages (German)

**Where do you see yourself 5 years from now?**

I see myself having done so many fantastic things that I will never run out of stories to tell



## Ian McConkey

**School:** Algonquin College

**Program:** Civil Engineering Technician

## Tyson Budarick

**School:** Algonquin College

**Program:** Computer Engineering Technologies



## Ashton Renia

**School:** Carleton University

**Program:** Bachelor of Arts in Law, Minor in Spanish

**Where do you see yourself 5 years from now?**

I see myself with a full time position in Human Resources or teaching law and history.



## Samantha Devries

**School:** Bishops University

**Program:** Bachelor of Arts, Major in Educational Studies, Minor in French

**Where do you see yourself 5 years from now?**

I see myself working in an elementary school in a third world country, aiming to educate and improve children's lives. While working alongside construction workers to improve the infrastructure.



## Kate Hendriks

**School:** Carleton University

**Program:** Communications and Media Studies

**Where do you see yourself 5 years from now?**

I hope to see myself in Graduate school and eventually working in private industry or government.



## Tara Robillard

**School:** Laurentian University

**Program:** Bachelor of Nursing

**Where do you see yourself 5 years from now?**

I'm hoping to have completed my Bachelor of Science in Nursing degree with a specialization in Trauma and Emergency Medicine.

## Marwan El-Jadayel

**School:** Ottawa University

**Program:** Honours BSC in Biomedical Science

## Luke Wharton

**School:** Ottawa University

**Program:** English Literature





### Madison Renia

**School:** Laurentian University

**Program:** Bachelor of Science in Nursing

**Where do you see yourself 5 years from now?** I envision myself working as an acute care Registered Nurse on a cardiac unit. I will provide quality patient-centred care while working to achieve a Master's of Science in Nursing.



### Maddy Barrett

**School:** McMaster University

**Program:** Life Science

**Where do you see yourself 5 years from now?** Either in medical school or completing my master's in science

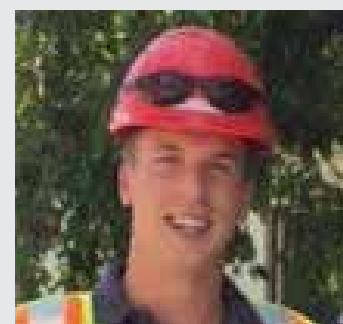


### Reagan Bolton

**School:** Wilfrid Laurier University

**Program:** Bachelor of Business Administration

**Where do you see yourself 5 years from now?** As for where I see myself in five years, I would have to say that I see myself with my CPA designation and I hope to be in a management role in a public accounting firm, potentially on assignment in another country.



### Patrick Poirier

**School:** Ottawa University

**Program:** Civil Engineering

**Where do you see yourself 5 years from now?** I see myself as a leader within the company. I would like to help Tomlinson achieve its goals locally, nationally and even internationally.

## EMPLOYEE DISCOUNT PROGRAM

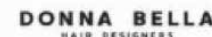
Yes! We have an Employee Discount Program offered to all Tomlinson employees. Using the employee discount card provides you with discounts on a variety of products and services throughout Ottawa and the surrounding area.

In addition, all Tomlinson employees are eligible for discounts on our products and services. This includes discounts on our portable toilet and trailer rentals, discounts on material products such as aggregates, asphalt, concrete and catering services at Centurion Center.

This year, we are excited to announce some of our new vendors that have come on board like Myers Group, Royal Oak (Barrhaven),

Firehouse Subs, HydraPure and many more. Plus, we have a number of returning vendors like Bradley's Insurance, Mark's and Bob Thompson's Jewellers. The discounts do vary for each vendor. Employees should deal directly with the vendors regarding any questions about the product or services.

Employees must present their card to receive the discount. If you did not receive your employee discount card in the mail, please contact [hr@tomlinsongroup.com](mailto:hr@tomlinsongroup.com) and we will send you one.



# WELCOME TO OUR NEW EMPLOYEES FROM DON HART CONSTRUCTION!

On August 31, 2018, we were excited to acquire Don Hart Construction, based in Napanee, Ontario. Don has built a company with an excellent reputation for quality workmanship and service and we are proud to now have the benefit of what he has created over the past 40 years.

On Wednesday August 22, Dave Read, Ron Tomlinson and Kevin Cinq-Mars met with the employees of Don Hart Construction along with Don Hart himself, to announce the acquisition and welcome these employees to the Tomlinson Group. Since the time of the acquisition, Don Hart Construction has been re-branded as Tomlinson.

In business for over 40 years, Don Hart Construction was a full service Road, Excavation and Sewer/Watermain contractor was servicing the 401 corridor from Gananoque to Brighton to Kaladar in the north including Prince Edward County, Quinte West, Northumberland, Hastings, Frontenac and Lennox and Addington. Don Hart Construction also owned and operated a limestone quarry in the Town of Napanee.

We would like to thank Don Hart for the opportunity to include his company, Don Hart Construction, in the Tomlinson Group.

## MENTAL HEALTH HELPING TO REDUCE THE STIGMA

The World Health Organization recognizes October 10 as World Mental Health Day. This year through Tomlinson University and our various providers, we have a number of training sessions and seminars that focus on mental health and wellness.

Recently, we had a training session that was extremely well attended, with excellent participation from the senior and executive leadership teams about Mental Health in the Workplace. Mental health issues are often misunderstood and stigmatized. To prevent misconceptions of mental health issues, employees need to understand what the common mental health issues are. In this training session, participants were educated about common mental health issues, and equipped with tools to help manage these issues. Participants gained a better understanding of the most common mental health issues such as depression, anxiety and adjustment disorders. They were taught how to recognize typical symptoms associated with mental health issues and the behaviors that can be expected at work. It is important to understand these issues, to help reduce the stigma associated with mental health issues.

If you are interested, employees are able to attend more intensive training offered by the Mental Health Commission of Canada called Mental Health Basic First Aid. The employees that have taken this

course focused on the four most common mental health disorders including substance related, mood related, anxiety and trauma related, and psychotic disorders. These employees are now well prepared to interact confidently about mental health with their family, friends, and workplaces.

Much can be done to help build mental resilience and to help prevent mental distress and illness and to manage and recover from mental illness. Prevention begins with being aware of and understanding the early warning signs and symptoms of mental illness. Through our benefits programs, for both unionized and non-unionized workers, you have counselling services with psychologists for you and your dependents. In addition, you have services through the Employee and Family Assistance Program (EFAP) that provides you and your family with immediate and confidential support to help resolve work, health, and life challenges to improve your life. EFAP help find solutions so you can reach your goals at any age or stage of life.