

CORE VALUE:



PEOPLE



## WELCOME TO THE CORE

We held the first “New Building Focus Group” meeting in the spring of 2015. The team went on tours of various state of the art offices around Ottawa to see what other companies were doing. They did tours of furniture suppliers to see what innovative products were out there. They met with their own team and consultants about work flows and work processes. After three years, they are now happily living with the results of helping to bring that vision to reality. We have officially moved into The CORE.

For those that have forgotten, The CORE = Central Operations for Results and Excellence. Having a new working environment, like The CORE, was asked for over the years in the feedback we received in our employee engagement surveys and at strategy meetings such as the Leadership Submit. It was a change that was requested and needed.

Ron Tomlinson announced back in the beginning that “Our vision of the new location is a space that is full of natural light and where people really enjoy coming to work. A place where you can be proud of our offices and it represents who Tomlinson is as a company and how we are building our communities around us. The new location will have private and quiet spaces, as well as collaborative work spaces. It will have a gym, a full kitchen area with access to both indoor and outdoor eating areas. It will have training facilities to build upon safety training and Tomlinson University offerings. The site will be connected to walking trails, lots of amenities and public transit”. Now, we can definitely say that vision was delivered and more.

This beautiful building is fully accessible where everyone has natural light views from their desks. We have electric car parking



## MESSAGE FROM THE CEO

### CORE VALUE: People

It is hard to believe summer is over. We have definitely had a hectic year with unbelievable weather conditions and we have shredded the boundaries in almost every business with various initiatives to create a stronger group.

Two key areas we continue to work on are – People & Technology. In order for us to continue to grow, we need to focus on employee development and advancement from within. We use many tools to enable that growth, but it all starts with the individual's skills and desires.

Our one-on-one meetings are designed to encourage the conversations with your supervisors about not only day-to-day tasks and operations, but how to grow your technical skills and leadership skills to advance yourself through the organization. If we can help guide these discussions and focus employee learning, we can build a stronger, more capable team even faster. This will help prevent the Peter principle "promote to incompetence" we have all witnessed occasionally. Instead, we will have employees moving into more senior-level positions when they are trained and ready to take that next step.

Here at Tomlinson you will find the "best of the best" in our industries. We need to continue to grow and stretch our abilities every day to ensure we stay that way.

Thank you all for your help and support to ensure we continue to have a place that you are proud to work at and where you feel engaged and motivated to succeed.

**Ron Tomlinson, CEO**

< CONT'D FROM PAGE 1

spots, a fantastic kitchen service with The Missing Fork, recycling programs and with a landscaped outside that features numerous planting beds designed to attract bees and butterflies.

When you sit at the custom designed boardroom table, made by Mike Kollar that is now on the second floor, which was designed to look like one of our bridge structures, you look out a bank of windows onto the flowing grass on the bunker hill and you feel like you are looking out into a prairie field. On display on the main floor is a 1928 Ford dump truck and the cab of a rock drill that we use in our quarries, which helps keeps the industrial feel within the building.

The new building has modern large training rooms. The tables in the back of the room are high top tables, so the people sitting in the back can still see (or not hide) with the weekly training sessions we hold. Since we now have our own teaching space, we plan to expand our Tomlinson University course offerings.

We brought together seven offices at The CORE. For many of the employees this was their first time working in a larger office building. Numerous employees have said how great it is to have everyone together. Bumping into each other at the Missing Fork cafeteria, you can have those quick updates on issues that are happening. Plus, sitting with a different bunch of people each day for lunch just creates natural cross-pollination of ideas. There is a lot of interconnections with different people, we have more casual conversations, which has cut down on sending 10+ emails back and forth to resolve issues. Being all together has really improved communications and productivity in such a short timeframe.

At the start of the project, we were told there would be a gym and there definitely is. Plus, it is actually being used. Many corporate gyms are bland and dark, and therefore go unused. At The CORE, we have a bank of windows, excellent equipment and design, with a sound system and showers. People working out together builds strength and healthier employees, but there is a lot of camaraderie that comes with sweating together too.

It is fun to "people watch" as coworkers walk into the building each morning. Many have a big smile on their face as they come in. It feels like a boutique hotel with a waterfall feature above reception, atrium view all the way up to the fourth floor and all of the natural sunlight. It is such a good feeling building.

We now feel more like one team, instead of a bunch of smaller segregated groups. We can see new opportunities within different areas of the business that we didn't really have exposure to before, it has opened up even more areas for potential growth. So far, being at The CORE has been a great success. "For me, I was driving to work at The CORE one Monday morning, and I thought this is how it must feel to start a new job. To get up early, to feel energized, to be in a newly created environment where all of us can learn from each other. Each day now, I get to speak with so many great people and the face to face interactions are fantastic", says Ron Tomlinson. The vision that was portrayed back in 2015 has exceeded everyone's expectations. We look forward to building upon that. Welcome everyone to The CORE.



# NASSAU GUARD GATE REPLACEMENT PROJECT

**In March of 2015, the Government of Canada announced a five-year, \$3 billion investment program for Parks Canada Agency (PCA) infrastructure across Canada.**

This investment announcement, the largest in PCA's history, serves to rehabilitate or replace aging infrastructure assets within national historic sites, national parks, and national marine conservation areas across Canada. Of that \$3 billion dollars, approximately \$400 million in infrastructure investments were announced for Parks Canada waterway sites in Ontario, mainly targeting the rehabilitation of a network of dams, locks and bridges across the Trent-Severn Waterway and Rideau Canal. In addition to these announced investments, it is anticipated that additional work will be planned in the years between 2018 and 2020 to address deferred work on Waterways, the majority of which will be on the Trent-Severn Waterway and the Rideau Canal. The estimated value of this deferred work is an estimated \$700 million. So in summary, that's just over \$1 Billion to be allocated towards the Trent-Severn Waterway and the Rideau Canal over the next several years! That obviously represents a huge market opportunity for Tomlinson, no less significant than higher profile pursuits such as the OLRT Bids, and bread-and-butter projects with some of our major clients such as the MTO.

The Nassau Guard Gate Replacement Project represents the start of Tomlinson's endeavor to capture a sizable slice of this billion dollar pie, and what an interesting project at that!

The existing Nassau Guard Gate, located at the top of the Otonabee River, is 70 years old and currently inoperable. Trent-Severn

Waterway Dams at present do not meet regulatory requirements as they cannot handle 1-in-400 year flood levels. To lower the risk of flooding, Parks Canada has determined the most efficient option to be to close the entrance of the Trent-Severn Waterway with a new "Guard Gate" (ie. Flood Gate), and isolate the canal from high water levels in the Otonabee River. The Project will result in the installation of protective gates within the canal just north of Nassau Mills Road, and the creation of an earthen dam closely following the contours of that road. The steel guard gate, run by electrically-powered actuators, would be used in the case of a major flooding event and would redirect the water to the Otonabee River, protecting the homes, businesses, and critical infrastructure adjacent to the canal. While the gates would also be preventatively closed in the winter time, a built-in bypass pipe (complete with inlet and outlet structures, and an electrically-powered slide gate) would enable some flow to maintain familiar levels in the canal, and help protect important wetlands, fish habitat and fish spawning grounds.

Nassau Guard Gate is every Heavy Civil Contractor's dream; the perfect blend of nearly every aspect of Heavy Civil Construction, including but not limited to excavation, grading, diving operations, cofferdams, dewatering, rock grouting, rock anchors, structural concrete and complex formwork, structural steel fabrication and erection, electrical works, mechanical works, watermain, bypass pipes, culverts, environmental protection measures, and landscaping.

Through this project, Tomlinson Group is demonstrating its wide-ranging versatility as a major Heavy Civil Contractor, well capable of self-performing a significant portion of these works. Take for example Dufresne Piling, led by Guy Poirier, Robbie Kenney and crew, who, during harsh winter conditions, helped construct the Phase 1 Cofferdam by completing in-water rock socket drilling



Aerial View of the Nassau Guard Gate Project Site.



operations with a Crane-Mounted Down-the-Hole Hammer, and installed a series of HP310 Soldier Piles using tremie concrete. Another example of this is Greenbelt, who led by Gary McNulty, Dan King and crew, have completed a significant portion of the watermain construction, as well as the bypass installation using 1200mm diameter HIPRESCON pipe.

Working for a client like PCA presents its own set of unique challenges. In contrast to working for clients like the MTO, where Traffic Protection and Motorist Safety are considered a top Priority, the single biggest priority for an Owner like PCA (after Health and Safety, of course) is Environmental Management. The strict enforcement of parameters related to water discharge criteria (eg. Turbidity, pH) and dealing with Species at Risk have demanded from us a great deal of planning and execution of Environmental mitigation measures. Such measures have included the use of Filtrexx Siltsoxx for erosion and sediment control, the re-use of wood-chips as mulch for erosion control, marine grade turbidity curtains, installation of turtle fencing, the use of vegetable-based hydraulic oil in equipment working in or adjacent to water, the use of a CO2 bubbler system for treating high-pH water during tremie concrete placements, the construction and maintenance of a sedimentation basin complete with flocculent additives for dewatering operations, and rigorous day-to-day water quality monitoring.

Prior to the start of the Project, we highlighted the following Project-Specific Objectives during our Pre-Start Meeting:

1. To set higher standards within the company for Health and Safety, Environmental Management, and Quality Control.
2. To be the site that helps clinch COR Certification, in the event that our site is selected for an External COR Audit.
3. To establish RWT as a preferred Contractor for Parks Canada.
4. To Beat the Schedule

While these objectives are certainly ambitious, with a solid Project Team that is led by Omar Kandar (Project Manager), Scott McCaskill (Quality Control Administrator), Daryl Waugh (Superintendent), Josh Shattler (Structures Foreman) and crew, Mike Hogg (Grading Foreman), Ethan McCann (Environmental Compliance Coordinator), Nathan Shattler (Health and Safety Representative) and Amelia Waugh (Administration/Cost Control), we are optimistic we will be able to achieve these objectives.

## JOB BRIEFING

- **Owner:** Parks Canada Agency (PCA)
- **Construction Manager (CM):** Maple Reinders – Construction DeMathieu & Bard Joint Venture (Maple-CDB JV)
- **Prime Consultant:** CIMA+
- **Subcontractor:** R.W Tomlinson
- **Schedule:** Winter 2018 – Spring 2019
- **Site Location:** Nassau Mills Road between University Road and Armour Road, Peterborough ON



Aerial View of the Nassau Guard Gate Project Site.



Dufresne Piling installing soldier piles for Phase 1 Cofferdam, using a Manitowoc 80 ton Crawler Crane with Down-the-Hole Hammer.





# TOMLINSON AND CAIVAN PARTNER on Fox Run in the village of Richmond

The site servicing of the first phase of Fox Run, a new community jointly-owned by Tomlinson Development Corporation (TDC) and Caivan is nearing completion. The 130 acre site will be home to roughly 750 new homes when fully built out. Caivan Communities has brought the community to market with several Tomlinson divisions involved - Greenbelt, City, Environmental Services - in phase 1 servicing. Fox Run represents the first large scale new development in Richmond for over a decade and is well timed with the bi-centennial anniversary of the Village.

The partnership launched in 2016. Sales for the first phase started in April 2018 and home construction commencing as this article prints. The City division of Tomlinson has been responsible for paving the roads and Tomlinson Environmental Services (TES) provided comfort stations onsite in conjunction with waste removal.

"While Fox Run is a new launch for Caivan Communities in Richmond, Tomlinson has known and worked with the principals of the firm, including Frank Cairo, for over 10 years," says Rob Pierce, VP Planning and Development. "Frank and his team have a proven track record of success in land development and home building. They have a number of successful developments in and around Ottawa. They design thoughtful developments that fit in well with existing communities, and they are a company looking to build a legacy." Sales of the first phase prove this. On launch weekend families camped overnight to secure homes, cars were lining the street and by noon the first home release of 36 lots had sold out. Construction of the first homes began in August.

"We are pleased that the market has responded well to our offering in Richmond," says Frank Cairo, developer and co-founder of Caivan Communities. "The community is proud of its 200-year heritage and we take our role in the future of the Village seriously. Our offering in Richmond has been built specifically to the site and feature many elements inspired by historic villages in Eastern Ontario. Lower metal roofs, prefinished Wood Siding and a modern farmhouse architectural approach to streetscape designs make this site unique and capable of standing the test of time. We are pleased to deliver Fox Run in partnership with Tomlinson and look forward to the build out of Phase 1."

## Value Engineering

Tomlinson brings land development experience, particularly in value engineering to ensure a high quality, cost-effective infrastructure to the projects it is involved in. Key team members such as Rob Pierce, Bernie Ingimundson and Dennis Caulotti, with 85 years in construction combined, were instrumental in:

- Value Engineering when designing the revised storm outlet due to the original location being on private property.
- Value engineering on the headwalls, to come up with the most cost-effective way to execute.
- Working with the owners/consultants to implement cost savings to remove excess fill off site.

## Servicing

The first phase represented a large undertaking for Greenbelt. Some of the key achievements to date include:

- Managing a variety of site conditions, from normal earth works to blasting, sub-division servicing, open space environment, and tight urban settings.
- Installation of a storm pond and extension of a sewer line for approximately one kilometer in length down Martin Street in Richmond where there are existing businesses, homes and a school.



- The Greenbelt team collaborated closely with the school to maintain safety, always a top priority and even more so when children are at play. This also involved lots of coordination and Greenbelt's expertise in working in tight conditions.
- Installation of a new GPS Bay Station on top of the Home Hardware Roof to have more accurate GPS for the entire project.
- Use of Jack and Bore Operation under McBean to ease traffic headaches in Richmond and to accelerate the schedule.
- Installation of various sediment ponds and dewatering methods to dry out what was an extremely wet site in the spring.

## On Track

True to form, the Tomlinson crews have demonstrated their strong work ethic and have kept the project on schedule by:

- Putting up to 9 crews into the site at one time to meet an aggressive schedule. This demonstrates the horsepower that we have to pull off large jobs with difficult schedules.
- Using GPS equipment to construct the pond as quickly as possible.

As Rob explains, "this is a truly collaborative partnership. Caivan values Tomlinson's expertise. We appreciate the fresh designs Caivan offers. For a partnership to work, there has to be mutual respect and a desire for mutual success and those ingredients are definitely there."

# HEALTH & SAFETY UPDATE SYSTEMATIC CAUSE ANALYSIS TECHNIQUE – SCAT

In our continuing push to improve safety at Tomlinson, a new process for investigating incidents has been adopted - Systematic Cause Analysis Technique (SCAT).

**What is SCAT?** It is an Incident Investigation tool used to evaluate your management system and determine opportunities for improvement by root cause analysis and corrective action. Through systematic consideration of possible causes leading to an accident, incident or nonconformity, SCAT drives continuous improvement. SCAT will identify program gaps within your processes and procedures and is applicable to safety management systems, environmental, quality and other loss (property) and near miss events. SCAT assists the lead investigator by helping them determine areas for corrective action. The result is a recommendation for development of a system, an improvement in standards or an identification of inadequate compliance with a standard.

**Tomlinson Environmental Services (TES)** was the first to introduce SCAT 10 months ago to all supervisors and managers. Since the introduction, TES has benefitted by seeing a 50% drop in their Total Recordable Incident Rate (TRIR) and improved worker, fleet and office safety using SCAT investigation results.

Examples of corrective actions brought forward from a SCAT investigation:

- Additional tie down straps added on all roll off trucks for load security
- Defensive driving courses for all CVOR drivers
- Updated policies, practices and procedures: DriveCam policy, Safe Work Practices (SWP) and Safe Job Procedures (SJP)
- Automatic gate sensors added in Kingston at various heights to pick up tankers when they stop while exiting the gate

Once implemented companywide, Tomlinson group will see an improvement in incident and accident investigation techniques, consistency in reporting, reduction in incidents and improved accountability. Identification of areas for corrective action will follow a consistent methodology within the Tomlinson group. This will result in a safer work place for all our employees.





# TOMLINSON PARKS INITIATIVE REFURBISHES CITY TENNIS COURTS

On **Monday August 13<sup>th</sup>, 2018** the City of Ottawa unveiled a plaque at the previously-named Russell Boyd Park tennis courts, recognizing the Tomlinson Parks Initiative for their donation towards the refurbishment of the courts. During the ceremony, the City renamed the courts in honour of Gabriela Dabrowski, the Ottawa-born winner of two Grand Slam doubles titles. These are the courts where she first played and were in much need of repair. While the city covered items such as technical drawings, the rest was contributed by the Tomlinson Parks Initiative.

Councillor Diane Deans, of Ward 10, Gloucester-Southgate, Cindy Tomlinson-Keon, Executive Vice President, R.W. Tomlinson Limited and Gabriela Dabrowski were all present at the ceremony. After Councillor Deans and Gabriela Dabrowski unveiled the plaque, Gabriela Dabrowski was invited to make the ceremonial first serve on the court.

On **Monday August 20<sup>th</sup>, 2018**, the City of Ottawa recognized Tomlinson's charitable contribution to the refurbishment of

Pinecrest Park Tennis Courts, at Pinecrest Park, 2240 Torquay Avenue. Councillor Rick Chiarelli, College Ward, presided over the grand opening and invited Cindy Tomlinson-Keon, Executive Vice President, R.W. Tomlinson Limited to cut the ribbon. Children partaking in summer camp were also invited to attend the ceremony and were the first to play on the courts. A plaque on the fencing reads: "The revitalization of the tennis courts was made possible by a generous donation from the Tomlinson Family Foundation."

These are two of four location in Ottawa to benefit from the **Tomlinson Parks Initiative**. The refurbishment of **Manor Park tennis courts** was completed in June 2017, and in 2016 Tomlinson built the **Meadowbreeze Skating Rink** in Kanata. 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 Parks Initiative are donating infrastructure services and construction materials to improve local parks.





# PROJECT BEDROCK

## PROJECT BEDROCK GOES LIVE

Since going live on April 2<sup>nd</sup>, Project Bedrock has been busy correcting issues that have come up in addition to implementing changes to our existing footprint to help the users in Tomlinson Ready Mix, Ontario Trap Rock and Ottawa Greenbelt Construction.

With Phase 1 in place, we are looking forward to the future of Project Bedrock in the Tomlinson Group of Companies. In addition to the determination of what business units will be part of the next Phase, we are starting to look at how we may leverage our investment in SAP S/4 Hana to bring additional value to the Enterprise. The Organization is developing its vision for future SAP enhancements for implementation with and in parallel with future

phases. These enhancements include such items as the development and implementation of new and additional apps for use within the Tomlinson Group and in conjunction with our Business Partners as well as the exploration of advanced technologies such as Artificial Intelligence and Machine Learning to supplement and support our internal resources.

Look forward to additional information on what the project has planned in the next edition. We will also preview some of the advanced functionality as they start to come to fruition.

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

## OLRT UPDATE: CONFEDERATION AND TRILLIUM LINE RFPs

The Tomlinson teams are continuing to prepare the submissions in response to the Requests for Proposal (RFPs) for the Confederation and Trillium Line Extension Projects. The City of Ottawa has made significant scope modifications and extended their deadlines. In recognition of the increased cost incurred by proponents, they have also raised the stipend on both projects.

These RFPs represent a large undertaking for Tomlinson, and all the people involved during the duration of the project

have responded accordingly. There has been a high demand on internal resources, both from those working full time on the proposals, and those providing inputs from time to time. As a result of the scope modification and deadline extension, there is a higher level of effort than anticipated, and true to form, the Tomlinson team continues to give well over 100%.

The teams are attending ongoing workshops and are collaborating closely with partners to submit cost-effective bids compliant with the city's needs.

	TRILLIUM	CONFEDERATION
TECHNICAL SUBMISSION	August 10 <sup>th</sup> , 2018	September 21 <sup>st</sup> , 2018
FINANCIAL SUBMISSION	September 21 <sup>st</sup> , 2018	October 15 <sup>th</sup> , 2018
CITY TO IDENTIFY PREFERRED PROPONENT	December 18 <sup>th</sup> , 2018	December 18 <sup>th</sup> , 2018
COMMERCIAL AND FINANCIAL CLOSE	February 2019	February 2019
CONSTRUCTION TO BEGIN	late 2019/early 2020	2020



# VIDEO SHOWCASE

Watch one of our **new recruitment videos** about why Tomlinson employees love to work here:

<https://www.youtube.com/watch?v=ojltwhYkkVE>



## KICKING OFF THE 2018 CONSTRUCTION SEASON

Tim Vizena, Vice President, City Division and Yves Bisson (Project Manager) represented Tomlinson at the City of Ottawa's kick off for the 2018 construction season. The mayor's press conference was held on Tomlinson's Fisher Avenue project, which is part of our West Urban Overlay Contract. Tomlinson helped with the set up for the news conference which included: providing a tractor back hoe; traffic cones, barrels and signs for the staging area; and top soil to clean up the area.

"Thank you for taking the time out of your busy schedules and for joining us today," said Alain C. Gonthier, Director, Infrastructure Services, City of Ottawa. "The site was set up perfectly. Our partnership is instrumental in the success of our construction projects and infrastructure investment."

## HOLMES ON HOMES

**Who does Mike Holmes from *Holmes on Homes* call when he needs to "make it right"? He calls on Tomlinson.**

While excavating on a recent waterfront home renovation in the Eastern Ontario area, Mike encountered steel drums full of an unknown liquid waste only 50 feet from the waterfront. Mike called on Tomlinson Environmental Services to "make it right". A sample of the waste was collected and analyzed at our lab for analysis and was determined to be a fuel/oil mixture.

Given the proximity to the waterfront and the age and integrity of the drums, the contents were pumped out with a vacuum truck prior to removing them. The drums were then removed without any spillage and the surrounding soil was tested for contamination. The ground tested fine and Mike was able to resume the excavation work. Mike found the experience educational in finding an environmentally friendly solution to handling and disposal.

David Levee, Business Development Representative in Kingston and Equipment Operator Andrew Walker were filmed while the work was being performed. The episode will be aired at a later date yet to be confirmed.

Mike was extremely happy with the professional and prompt service that Tomlinson provided in dealing with an issue that could have quickly turned into an environmental disaster.

It turns out Mike is a huge fan of Bill Tomlinson's boat "My Way" and would love the opportunity to see it. We hope to connect up the two men later in the boating season.

In many ways, the Tomlinson philosophy is very much the same as *Holmes on Homes* – we make things right for our customers every day.



LEFT TO RIGHT Andrew Walker, Eric Dinelle, Mike Holmes, Michael Clement, Dave Read and David Levee.

# PROFESSIONAL DRIVERS TRAINING

DRIVER'S LICENSE UPGRADES NOW FALL UNDER THE TOMLINSON UNIVERSITY TUITION REIMBURSEMENT PROGRAM.

## SO WHAT ARE THE HAZARDS WE CAN ENCOUNTER?

Tomlinson will pay the tuition fees at an accredited training provider for an employee to upgrade from a Class G license to a Class DZ License or from a Class DZ to AZ License and pay the employee's wages while in school.

## G TO DZ LICENSE UPGRADE PROGRAM

The program length is 1 week in class and 2 days on the road evaluation.

How the upgrade program works:

- Employee would need to pass (show potential) a preliminary drive test to ensure the employee is comfortable and shows aptitude for an upgrade license
- The employee must be willing to apply for the Canada-Ontario Job Board Grant
- Tomlinson would pay the regular hourly wage for in-class and road evaluation hours to the employee
- Employee would pay \$500 towards the tuition fees prior to starting the program and Tomlinson would pay the remaining tuition (approximately \$3300)
- If the employee leaves within a two year period after completing the program, the employee would reimburse Tomlinson for a prorated portion (1/24 for each month) for any of the training or testing fees paid by the company

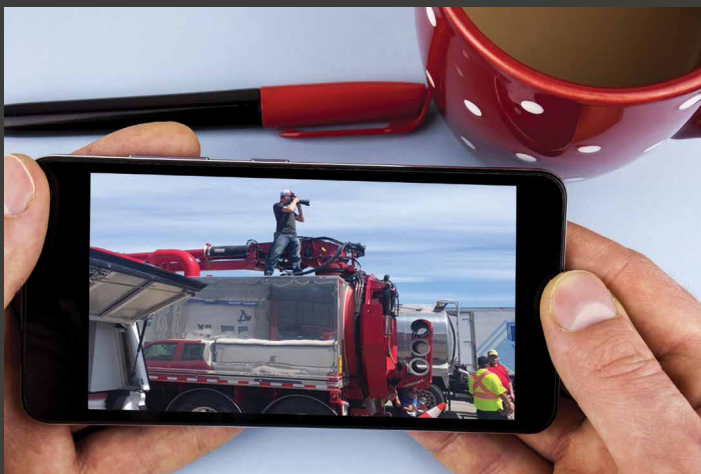
## DZ LICENSE TO AZ LICENSE UPGRADE PROGRAM

The program length is 4-6 weeks of combined in class and on road evaluation, the length of the program depends on the level of experience the applicant has. The training institution determines the program length after an initial evaluation.

How the upgrade program works:

- Employee would need to pass (show potential) a preliminary drive test to ensure the employee is comfortable and shows aptitude for an upgrade license
- The employee must be willing to apply for the Canada-Ontario Job Board Grant
- Tomlinson would pay the regular hourly wage for in-class and road evaluation hours to the employee
- Employee would pay \$1,000 towards the tuition fees prior to starting the program and Tomlinson would pay the remaining tuition (approximately \$7500)
- If the employee leaves within a two year period after completing the program, the employee would reimburse Tomlinson for a prorated portion (1/24 for each month for any of the training or testing fees paid by the company)

If you are interested in this program, please speak to your supervisor or Human Resources. You will need to complete the tuition reimbursement application.



## We want YOU!

Attention Red Army! We want to share more photos and 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!



# STRONG COMMUNICATION, PLANNING ESSENTIAL IN SUCCESSFUL PROJECT MANAGEMENT, STATES GIRARDI

By Nathan Medcalf, Daily Commercial News  
Reprinted with permission

## **It's tough to manage a multi-million dollar construction project; there are a lot of variables to consider and expectations to manage.**

"However, a well-defined project management plan that includes a detailed communication plan and risk management plan is the key to successfully managing a project," says Graziela Girardi, heavy civil division project manager at R.W. Tomlinson Ltd.

Girardi has been managing construction projects for nearly two decades – first in Brazil, then in Ottawa.

"Managing projects in Brazil is similar to Canada," says Girardi.

"Except in Canada it is more based on heavy equipment and in Brazil is heavily based on the labour component."

This spring, Girardi successfully completed managing the largest construction project in her career – the Hwy. 417 rehabilitation project.

This \$59-million project included paving 50 kilometres of two-lane highway east of Ottawa, realigning the highway, building two new bridges, rehabilitating two overpasses and installing 200m twin box covers.

"The project management plan defines how the project is executed, monitored and controlled, and closed," says Girardi.

"The project management plan documents the actions necessary to define, prepare, integrate and coordinate the various planning activities. The plans created during this phase help me to manage time, cost, quality, change, risk and issues."

The project meant managing several operations simultaneously, including partial depth asphalt removal, cold in-place recycling, placement of Hot Mix asphalt, as well as the construction of five structures.

"The key success in managing a job is to keep the project on track," says Girardi.

"To ensure the project stays on track, it is crucial to review the project progress on a regular basis, daily communication with the team to make sure everyone is kept in the loop; provide frequent status updates and address any problems before they occur. And, last but not least, support and provide direction to the team."

Due to her experience, Girardi has strong technical and management expertise working with structures and heavy

civil projects and is skilled in planning, estimating, scheduling, implementation and budget control from conception to close-out for standard design-bid-build and design-build projects.

To develop a great project management plan, Girardi recommends the following six keys to success:

- Develop a scope statement and scope baseline. This will help define the project in detail, as well as avoid project creep.
- Acquire a team and define roles and responsibilities. Understanding what is expected from everyone at the beginning of a project can save a lot of time, missed opportunities and in-fighting
- Create the work breakdown structure (WBS). This divides the project into its different parts or phases while outlining which crew is responsible for that part.
- Develop the schedule and cost baselines. Use personal experience, historical data and site information to project a schedule and a budget that supports successful realization of the project.
- Analyze project quality and risks. Compare the project to previous projects completed and to other similar projects, as well as consider building standards and benchmarks for excellence.
- Communicate the plan. Hold a kick-off meeting and inform everyone about the plan in detail. The more that gets communicated prior to the shovels breaking ground, the less chance for error and need for clarification.

"Before you start the job, you need to plan," says Girardi.

"I use the knowledge based on the project management initiative to develop the project's scope, schedule, cost, communication, risk and more—before starting the work. And then communicate the plan; that way, everybody knows the schedules, approved work methods and other jobsite expectations."

Having everybody on the same page is the biggest challenge to managing a large construction project admits Girardi.

"What one person does can affect another person working 15 kilometers behind him.

"You have to have one communication point. Communication is key to managing a large job."

## ONTARIO TRAP ROCK SELECTS JD RF AND NICK FOUNDATION TO RECEIVE JOINT FUNDS

In April 2018, Ontario Trap Rock (OTR) presented cheques of \$7,132.00 each to Juvenile Diabetes Research Foundation (JD RF) and Northwest Indiana Cancer Kids Foundation (NICK).

In August 2017 one of Ontario Trap Rock's vessel shipping vendors, Rand Logistics, launched its second annual Marine Miracle Month. Under this program, Rand committed to donate \$0.05 for every ton of cargo carried by its fleet during August 2017 to non-profit organizations with a primary focus on the health, wellbeing

and education of children across the Great Lakes region in the U.S. and Canada. OTR matched the funds raised by Rand Logistics and chose two charities as the beneficiaries. Bill Sanders, Regional Sales Manager, US Operations, OTR selected NICK Foundation in the US and Frank Hurkmans, Regional Sales Manager, Canadian Operations, OTR chose JD RF in Canada. "We are thrilled with the results of the program and the continued engagement of so many to bring energy to our program for the benefit of kids!" said Annemarie Dobler, Corporate Communications Director, Rand Logistics, Inc.



LEFT TO RIGHT: Frank Hurkmans & Sharon O'Leary, Senior Fundraising Coordinator, JD RF



LEFT TO RIGHT: Bill Sanders & Nicole Yarrow, Director of Services, NICK Foundation

## HOPE VOLLEYBALL

For the fourth straight year, Tomlinson participated with two teams in HOPE Summerfest, which combines beach volleyball with raising money for local charities. This year's teams did a great job, with one team making it into the semi-finals. Another great year on the beach and we look forward to next year!



LEFT TO RIGHT Back: Brendan Mudd, Waldemar Santos, Andrew Karam, Guillaume Laferriere, Ryan Parker, Rob Enright, Briar Sullivan, Dominic Clarke, Mario Jimenez, Melanie Brennan, Stephan Belanger, Tara Reid, Sarah Taylor

Front: Milissa McDowell, Phelicia Servais, Mohamed Shoir, Melanie Sayeau



## TOMLINSON GPS AND SURVEY FIELD-TRAINING PROGRAM

Innovation, Quality, and Excellence are all Core Values at Tomlinson. As such, the maximization of GPS technology for construction survey, grading, and machine control applications was identified by the Senior Leadership Team as a key initiative to the success of the construction group. The Tomlinson GPS and Survey division was restructured in early 2017 in order to promote this initiative and from that, the Tomlinson GPS and Survey Field-Training program was born.

The overall usage of GPS tools and skill level of GPS rover users and machine operators made very positive gains in the first year of the program. This drove up demand for further training and more equipment. Not only were new users adding a valuable tool to their tool belt, but experienced users were increasing the quality and expanding the versatility of their own GPS skills to improve the range of their abilities. The training continues on into this season and usage of GPS rovers and machines has steadily and consistently increased since day one.

GPS technology has established its roots in the construction industry and is here to stay. This is obvious by how common they are on job sites across the country. Machine control applications on excavators, dozers, and graders are being used more and more as

well, not just as an added bonus but as a staple tool for successful construction projects. As we continue to improve our skills and usage of this technology, we exemplify our Core Values. We can see Innovation in the promotion of new technologies, Quality in the products that are delivered, and Excellence in the skill level and competency of our employees.

Ron Darraugh



## RINGSIDE FOR YOUTH: A GREAT NIGHT FOR A GREAT CAUSE

Tomlinson Group was proud to sponsor the 24<sup>th</sup> Annual Ringside for Youth charity boxing event held at the Shaw Centre on June 7th. The event has raised more than \$3.2 million dollars in 24 years. The money raised will be divided among seven at-risk neighborhoods across the city through the Boys and Girls Club of Ottawa. The Club's four key programming pillars are Education, Physical Activity, Leadership and Creative Arts.

The night did not fail to impress. It was a great night filled with live music, profitable silent and live auctions and a fantastic three course dinner. With a great night came great guests. Tomlinson's table, anchored by Rob Pierce, hosted a handful of our top customers and partners.



LEFT TO RIGHT: Cindy and Ryan Keon with guests.



## TOMLINSON SPONSORS RELAY FOR LIFE

Several Tomlinson divisions donated in kind to help Ottawa's Relay for Life run smoothly June 15<sup>th</sup>, 2018. TES Solid Waste, Tomlinson Stores and Comfort Station donated waste services and portable toilet trailers. The 2018 Relay For Life in Ottawa was a 12-hour overnight festival-like fundraiser where team members took turns walking around Charmaine Hooper Soccer Fields, 39 Colonnade Road.

"Thank you, thank you, thank you. You and your team have been amazing.

Everything went so well. The lights, the comfort stations, the garbage was perfect. We raised \$139,000 and we are still counting some last minute donations today. Our goal was \$155,000 and we are almost there. We couldn't have done it without you. Your support truly helped to make this event a success.

Your professionalism, expertise and cheerfulness are outstanding. Tomlinson Group are exemplary leaders in our community and we are proud to have had you with us at Relay for Life. We can't say thank you enough. Those two words can't possibly encompass our gratitude," said Debbie Brown, Community Fundraising Specialist Canadian Cancer Society, Ontario Division.



## Tomlinson Red Army Goes Pink



Sherry Harding was excited to be the team captain for The Mud Girl Run which took place in Ottawa on Saturday, August 25th. The run was a 5k course with more than 17 obstacles and all dedicated to women. Sherry thought this would be a great activity for all of the Tomlinson girls to show their support for breast cancer research and have a great time building relationships within Tomlinson. We had over 20 women from the Tomlinson Red Army representing the company that day. The team was from various groups within the company, great for meeting new people and building our cross functional and cross divisional teamwork. Some potential "Mud Girls" were just a bit apprehensive, but the event was a super, fun-filled day and the obstacles were more hilarious than hard. However, every one of us was completely filthy by the end of the 5k. It was the **Mud Girl Run** after all.

These events are always a great way to show support for a great cause, promote fitness and fantastic for building camaraderie within a workplace. It was great to see the excitement build, especially now that we see a lot more faces every day since coming together this spring at The CORE.

This was when the Red Army team went #PinkArmy for the day.

**Sherry Harding, Accounts Receivable Supervisor**

# MUDGIRL





# Slo Pitch Tournament 2018

The Tomlinson Family Foundation held another great event. A big THANK YOU to all the employees and sponsors who supported us this year. We're excited to see how much we raised. Keep an eye on social media to see the total!

**Saturday September 22<sup>nd</sup> • Leirim Park, 3280 Leirim Road, Ottawa**



**TOMLINSON UNIVERSITY**

BUILDING TOMORROW'S LEADERS

**2018/2019 Training Schedule now available!**

**Please contact [hr@tomlinsongroup.com](mailto:hr@tomlinsongroup.com) for more info.**

# TOMLINSON HELPS SEND 2,000 KIDS TO CAMP

**The Ottawa Senators Foundation gave a record-breaking \$400,000 to 25 regional day and overnight camp programs this summer.**

This was made possible because of participation in and donation to events like the Molson Canadian Sens Alumni & NHL Celebrity Cup. Several Tomlinson employees have been an active part of these fundraisers over the years, along with partners like Novatech Engineers.

“Congratulations on being a big part of this tremendous achievement with the Ottawa Senators Foundation,” says Danny Vaughan, Manager, Construction Services, NOVATECH Engineers. “Nothing could be more fitting than a bunch of big kids playing the Canadian tradition of hockey, resulting in an outcome of providing some summer fun for a bunch of other kids, that would not have had the chance...Go Sens!!”

The SENS Campership Program sent over 2,000 children to camp this summer at no cost to their family. For these deserving kids the experience of camp may have meant their first time away from home and siblings, gaining valuable leadership skills through structured activities, healthy snacks, learning to swim, or singing songs around a campfire – activities many of us and our children take for granted.



## TOMLINSON 14<sup>TH</sup> ANNUAL Molson Canadian Cup Champions!

Team captain, Ross Lavallee from the Tomlinson Group, registered our team to compete in the 14<sup>th</sup> Annual Molson Canadian Cup Friday April 6<sup>th</sup> – Sunday 8<sup>th</sup>, 2018. After round robin play, which started on Friday at the Bell Sensplex in Kanata, our team made it through to the playoff round on Sunday where we won the semi-finals 4-1 vs. a team from Montreal. Moving on to the Championship Finals, we were provided an opportunity for redemption vs. the EG Golf Team who beat us on Saturday and finished 1<sup>st</sup> in our division. The Tomlinson Red Army won 5-3, capturing the 2018 Molson Canadian Cup.

100% of net proceeds of the tournament were donated to the Ottawa Senators Foundation. This was the 2<sup>nd</sup> hockey tournament championship the Tomlinson Red Army won this spring and the 2<sup>nd</sup> time Tomlinson has won the Molson Canadian Cup, winning it 2 years ago. Congratulations to the entire Tomlinson Red Army Team!



**LEFT TO RIGHT FRONT ROW:** From left: Dan Mongeon, Martin Gaulin, Ross Lavallee (Team Captain), Rich Duguay and Keith Shattler

**BACK ROW:** From left: Steve Poirier, Steve Andre, Neil Kitching, Frank Juneau, Andrew Clarke, Greg Wisener and Kevin Brewer

**ABSENT:** Richard Poulin and Ben Cooke



# TOMLINSON GROUP WINS CHAMPIONSHIP AT 19<sup>TH</sup> ANNUAL FLYING ELBOWS HOCKEY TOURNAMENT

Captained by Mike Mohr from Tomlinson Rentals, the Tomlinson Red Army Team was able to compete vs 11 younger and faster teams in Shawville, QC Thursday March 22<sup>nd</sup> - Sunday March 25<sup>th</sup> to become the 2018 Div. II Champs in a competitive 12 team division. Our Team advanced to the playoff rounds, but missed out on a bye to the Finals by 1 point. Therefore having to play and win all 3 games on Sunday, including a hard fought and high paced 4-3 overtime win to take the Championship Cup back to Ottawa for the first time. Doing so vs. a well-rested, top team in our division standings having to simply play 1 game in the Championship Finals on Sunday.

**“Youth, skill and speed does not match experience and determination boys!”**

**– Mike Mohr, the Tomlinson Group**

Several players have participated in the annual tourney for over 15 years, and for many, this was the first time winning the Championship game. It was a well-earned achievement by each Tomlinson Team member. Displaying strong character, composure and similar core values, while exemplifying the very fabric champions are made of and overcoming adversity.

## OWMA Truck Rodeo

**Thank you to all our volunteers and participants who attended Ontario Waste Management Association's truck rodeo, Saturday June 9<sup>th</sup>, 2018, hosted at our Tomlinson Stores location.**

Patrick Labelle took first place in the Special Services category and Eric Grecco-Leblanc came in third in the same category. Having won first place, Patrick was eligible to take part in the Ontario Truck Driving Championships on July 13-15<sup>th</sup>, 2018 in Barrie, Ontario.

### OTHER PARTICIPANTS WERE:

- Simon Kelly
- John Gribben
- Kevin Crowe
- Marc Guay

Congratulations to all that took part! A great time was had by both drivers and spectators.



# UNIQUE ROLE

## Patrick St. Jean, Comfort Station Driver

Patrick St. Jean is a Comfort Station driver with our Industrial Waste division within Environmental Services. Patrick joined Tomlinson in January. We caught up with him at the end of his route to see what it is about Tomlinson that made him want to be a part of the Red Army.

### WHAT DO YOU LIKE ABOUT TOMLINSON?

It's a great company. Everything is accessible – everything you need is there. There's always work, no matter what. It's been a dream of mine for a long time to work for Tomlinson. Everyone has been a great help. Anyone you call when you have a question, they answer right away or call you back within ten minutes with the answer. You never feel stuck.

### AS A COMFORT STATION DRIVER, YOU HAVE A DIFFERENT KIND OF ROLE. WHAT DO YOU LIKE ABOUT YOUR JOB?

It's at my own pace. We get paid by the unit, not by the hour. If you're a good hustler, then the faster you get back to the shop and get your work done – then you can go home. It's about the freedom. There's nobody following you around. That's what I like about piece work and paid by the unit.

### WHAT TYPES OF THING DO YOU DO AT YOUR JOB?

A lot of driving all day. You get to see all the big construction sites, it is pretty cool. I didn't grow up here, so I really got to learn Ottawa. I also learned who all the big construction guys are and see how big Tomlinson is and how we're in all of the communities.

You do what you got to do and then you move on. Tomlinson is the biggest company around. I'm very proud to wear the Tomlinson brand. When I arrive on the job site, they let me work – no problem.

### ISN'T BEING A COMFORT STATION DRIVER A DIRTY JOB?

It's not really that dirty. The equipment we use prevents it. There is sometimes stuff like paper towels that get stuck in the hoses. Most of the dirt that you get on you is actually from the truck or the hose from pulling it along the ground.

My own clothes don't get dirty. We all get our own personal coveralls. I have clean company coveralls every day. Tomlinson provides everything from hard hats to boots, even rain jackets if we need them. My personal stuff is always clean when I go home.

### WHAT HOURS DO YOU WORK?

I get to the shop for 5am and I'm back off loading around 4pm. You don't have to be there until 6am, but I do a lot of out of town

runs. I do the East end, so if I get there early I miss the traffic. I asked if it was okay for me to come in early, and my supervisor said no problem.

### WHAT SORT OF MONEY CAN YOU MAKE AS A COMFORT STATION DRIVER?

I used to always have two or three jobs a week just to make ends meet. Now, instead of working three jobs and running all the time, I have one job and I can pay all of my bills. I don't have a VISA bill anymore. I can spend quality time at home. I can work extra on the weekends if I want to. I've never made this much money in my entire life.

### HOW HAS WORKING AT TOMLINSON CHANGED THINGS FOR YOUR FAMILY LIFE?

It really helps knowing I only need to work one job. I can provide for my family and be at home more. I used to have to always rush. Now I can start off fresh the next day. I have a young family, so I can get home early in the day to see them and look after them. Most days I'm home by 4:30pm or 5pm.





## WHAT DO YOU SEE YOURSELF DOING THREE YEARS FROM NOW?

I've cleared all my debt in the last six months. I pay my mortgage and I can provide for my family. I have another baby girl on the way and I know I can provide for her too. Unless you have schooling, nobody pays like this. Tomlinson is so great for benefits and everything.

To be self-employed is hard and there is too much competition out there. If Tomlinson likes you and you work hard – you have a job for life. In three years, I will still be at Tomlinson.

## WHY SHOULD SOMEONE WORK AT TOMLINSON?

Security first for me. If you know you're a great worker, if you can get into Tomlinson there are so many options. If you love to work, it's the company to be at.

## WHAT WOULD YOU SAY TO A NEW COMFORT STATION DRIVER, A NEW RECRUIT?

It's easy to say you don't like the job. You can say that about any job. As a driver you're on your own all day. You have to have a

lot of common sense – like if the job site looks really muddy – use your common sense. Call in, report it and come again another day. Don't drive in there, you'll get stuck. Then, you'll be waiting 2-3 hours for a tow truck to get you out. Common sense.

Sometimes it can feel overwhelming. When I first started I was calling in what felt like 100 times a day. They always found the answers for me.

It's easy. Its sewage, like all jobs there are pros and cons, but it is worth it. The job itself is easy, for me it's just managing the stress levels.

Here they let you know if you're doing a good job. My work now is worth my efforts, it is for a good thing. They notice here.

If you have good potential and you give 100% every day, Tomlinson is the place for you.

Patrick is a welcome addition to the Industrial Waste team. Patrick St. Jean holds an Entretien Général d'Immeuble (General Maintenance – high rise buildings diploma). Before working for Tomlinson he worked doing maintenance for several seniors' homes. Prior to that he worked for his father's construction company for 12 years.

# HAPPY RETIREMENT TO ELIZABETH WAGNER

After 11 years at the Tomlinson Waste Recovery Centre in the Materials Recovery Facility, Liz has decided to retire and move on to the next part of her life. Liz started with Goulbourn Sanitation in 2007, and Tomlinson acquired Goulbourn Sanitation in 2010. In that time, Liz has always shown interest in training. She has learned all aspects of the operations. She has worked all positions in the MRF, such as: sorting line, lead hand, baler operator, fork lift operator, and operating all sizes of loaders. Her favourite job is driving loaders.

For most of her time at the MRF, her supervisor has been Rob Hall. "I have worked closely with Liz for nine years and have enjoyed every day with her," Rob says. "She is kind and professional, and does everything she is asked. She is always looking to learn more and improve which is a great attitude to have. She won't be easy to replace!"

Elizabeth's success at Tomlinson is a result of caring about how the work is done and trying hard to achieve great results. When work was slow at Carp, Liz worked at Springhill and showed her huge dedication to the work to everyone there as well. Liz had previously owned her own cake making business, and makes all types of delicious cookies that she shares with everyone on site. In retirement she will continue to bake and sell her cookies, and she is involved with wood carving and wood burning. She also plans to travel with her husband in their trailer and see North America.

She will be missed most by her close friend and co-worker, Carole Suchy. Liz and Carole have a special friendship that really demonstrates Liz's dedication and loyalty. They worked together

before coming to the MRF in 2007, and were even hired together in the MRF on the same day. They live close by and frequently car pool in to work, so they are truly best friends. Carole has lots of great things to say about Liz, "She's very loyal, and she helps out wherever she can. She is very caring and would do anything for anybody." Liz says it was a difficult decision to retire, "I have really enjoyed my time here and I would recommend Tomlinson to anyone." Elizabeth's last day was April 27<sup>th</sup>, 2018.



# CALYPSO FAMILY PICNIC

The Tomlinson team beat the summer heat at Calypso waterpark on July 15<sup>th</sup>, 2018. Almost 1,300 employees and their families came out to have a fun day of waterslides, wave pools and lazy rivers.

A special treat this year was the addition of Calypso's new Funtana play area for children 3 and under. Tomlinson Ready Mix supplied all the concrete to create this exciting Calypso addition.

Tomlinson thanks you for all your hard work in making our business such a great success!



## PATRICK LABELLE RECEIVES NCHCA SAFETY AWARD

Patrick Labelle was definitely a good samaritan and very deserving of some accolades.

Around 9am on June 29<sup>th</sup>, Patrick stopped his vehicle after noticing that an accident involving a car and a motorcycle had just happened.

The accident occurred on highway 43 near Avonmore. There were already two vehicles stopped prior to his arrival. Shortly after Patrick arrived on scene, a nurse and a former paramedic stopped to provide additional help.

Patrick spoke with the driver to help assess if he was okay. Patrick went and got a pillow for the driver, which the nurse positioned. He then offered the nurse his First Aid Kit out of his truck, so she could stabilize the injured person. As the kit did not have a splint, Patrick found two 6" rulers, which were helpful for securing a broken finger. Patrick then pulled out all safety pylons he had on his truck, so the scene could be visible and safer for oncoming traffic.

Soon after, emergency crews and police officers arrived on scene. Patrick noticed that the bike was leaking gas. He spoke to the police officer, and explained that he had a spill kit that could be used to contain the spill. The police gladly agreed and were thankful for the assistance.

At that point, with the site seeming under control with the first responders all on site, Patrick was granted permission to leave. He was thanked for all his services.

For his efforts and thoughtfulness, Patrick was awarded a National Capital Heavy Construction Association Safety Award.





# NEW FACES AT TOMLINSON



WIGNEY, EMMA / BOVERY, LOUIS / LESWAY, LYNNE / MACCRIMMON, KENT  
 LAAKSO, LARS / LEWIS, MARSHAL / ROTHWELL, TRACY / BELCOURT, JACOB / DAROU,  
 CHARLES / LAROSE, KENNETH / RENAUD, GILBERT / WOOD, SCOTT / BEKKERS,  
 MICHAEL / BURKE, BOBBI / FELTEAU, SHAWN / HUME, KYLE J / MARCELLUS,  
 CARTER / SMITH, KIMBERLEY / WILSON, ASHLEY / SHERBERT, BRODIE / STADE,  
 MATT / NOLAN, PAUL / VAN SLYCK, JOHN C / SIMPSON, ANDREW / BELFIORI,  
 JOSHUA J / PHILIPS, GEOFFERY O / BERNARD, MARC-ANDRE / CARBONNEAU,  
 JACOB / DEODATO, BRENDAN S N / DESEVE, MARC-ANDRE / DEYETTE, JONATHAN  
 DILLABOUGH, TRAVIS M / FLETCHER, DONALD E / FORWARD, LUKAS / DESEVE,  
 MARC-ANDRE / MARKUSIC, MARIJAN / MELLIOS, GREGORY / QUINN, SHAWN G  
 WILSON, JORDAN / STINSON, DOUG / BARKER, CHESTER / GIROUX, MARC  
 LACROIX, FRANCOIS / MARINOVIC, CINDY J / MAYER, JEAN-GUY / MCPARLAND,  
 BRAD / MILLER, JACOB / ROBERTSON, JASON L / STAPLES, JENNIFER / BUDD, ADAM  
 RODGERS, CALUM / GERVAIS, PHILLIPE / DEMIRI, QAMIL / PROULX, CHRISTIAN  
 MURPHY, BRENT / CLANCY, DAKOTA / BAILEY, MICHAEL / BOYD, TANNER  
 CARRIERE, ERIC / CUNNINGHAM, JOEL P / DORVIL, REGINALD / KEHOE, CRAIG  
 KELLY, DAKOTA (KODY) / LESSARD, ROBERT / LUBERTI, NICHOLAS J / MARTIN, KEVIN  
 MCGOWAN, STEVE / OWENS, JOHN / CYBULSKI-PARKS, SAVANNA / PELLEGRINI,  
 MICHAEL / ROGERS, COLTON / SHAHIDI, MIR HESAMALOW / SIMPSON, MICHELLE  
 STEWART, TYLER / LINDSAY, PAUL / LAPENSEE, MARTIN / HILL, HOWARD / PILON,  
 STEVE / SCRIVER, DEAN / BADEEN, SHIRLEY / BECKWITH, JOHN / LATREILLE, RENE  
 LINDY, PATRICK / RYAN, CHRISTOPHER / DILLABOUGH, MORGAN / BRISEBOIS,  
 JACK / FAIRMAN, JASON / ARMSTRONG, BELINDA / BENOIT, KEITH / BRUNET,  
 MARTIN COUNIHAN, JOSHUA / FOLKARD, STEVEN DERRICK JAMES / GRGURIC,  
 STEVEN HARRISON, RODERICK / LAVIGNE, VINCENT / LESSARD, ALEC / MORRISON,  
 COREY / STEENBAKKERS, AUSTIN / CHIDDLE, KEVIN / MCDONALD, JOSEPH  
 POWELL, MEGAN / DRECHSLER, PETER / PETERS, PAUL / YANDERNOLL, CHRIS

# NEW FACES AT TOMLINSON

continued...

MILES, KIRK J / BUDARICK, TYLOR / DEFORGE, DYLAN / KENNEDY-KNAPP, TYLER  
 MANGIONE, SHANE / ROSIEN, JAMES CHARLES / RUTLEDGE, KAYLHA / SMITH,  
 DEBRA / TURCOTTE, SHAWN / BAIRD, DAN / OTTENHOF, CURTIS / OFFORD, CURT  
 MILJOUR, CURTIS / FRASER, LUCAS G / WALKER, MICHELE / BERGERON, PAUL  
 BOBBITT, DEREK HASH, ROBERT / HOUSE, DYLAN / MERZ, MATHEW / BLAKE,  
 BRIAN / DUBEAU, SANDY / ROCHON, ANDRE / CARTWRIGHT, SCOTT / LAFLEUR,  
 DYLAN / MACDONALD, SCOTT / MAGEE-DITTBURNER, KIRBY WILLIAM / CROTEAU,  
 MAURICE / MCCANN, ETHAN / NEUWIRTH, KRYSTLE / STRONG, JONATHAN  
 WALES, TYLER / MACASKILL, CAMERON / PARTINGTON-RIOPELLE, HOLLY / RITCHIE,  
 TRAVIS / CHARLES, MAJOR / KOVACS, NICOLA / WILLIS, CAMERON / COOK, PHILIP  
 ANNIBALINI, RENE YVES / BEAUDRY, FRANCIS / EL-OUTA, MOHAMMAD  
 JONES, JOHN / LAVERGNE, PAUL / MARRISETT, RYAN / MCMUNN, ROBERT  
 QUESNEL, GARY / SANDER, DANIEL / FAUBERT, JACOB / STUBINSKY, HUNTER  
 BERHENS SANTOS DE JESUS, LUIS / BOUCHARD, JENNI / BURNS, ROBERT  
 CAMPBELL, MICHAEL / CHOW, TARA / CONLON, TYLER / FIANDER, MAGGIE  
 HANSON, MAX / KNIZAT, JOSEPH / LAPPAN, WILLIAM JAMES / MACNEIL,  
 ALEX / MCCLURE, MICHAEL K / MODLER, ALEX / PELISSERO, ISAAC T  
 PEREIRA-LEWIS, NELSON / SEIFRIED, BENJAMIN R / SMITH, JUSTIN P  
 BRONSARD, KYLE / BROWN, RICHARD / GOODWIN, KEVIN / HOGAN,  
 ROBERT / SINCLAIR, SHAWN / BEAUDOIN, MARC / MCCALLUM, JOSH  
 BENNETT, HANNA / SELLERS, BRANDON / CASEY, MATTHEW / DILLABOUGH, BRANDON  
 GRAHAM, CHERYL / HILLER, RICHARD / MCCARNEY, MATTHEW / MCEACHERN,  
 BRADLEY / POWELL, JEFF / MERCIER, YVES / COBB, TYLER / MITCHELL, KURT  
 WHALEN, ROBERT / POIRIER, JEAN MARC / SHATTLER - MAURICE, MATEO / DUBEAU,  
 NATHAN / TURNBULL, TYLER / BENNETT, REBECCA / DILLON, MIKE / GAITAN, EDVIN  
 MCDONALD, RACHEL / CANTIN, DOMINIK / SEGUIN, SHELLEY / O'CONNELL, DAVID



Kids Korner will be back next issue!