

ONE TEAM. ONE VISION. OUR JOURNEY OF GROWTH

What is *One Team*? This is a question we get asked a lot as we push our company strategy with the goal of *One Team*. This is one of three goals driving our strategy.

When you look at construction companies primarily there are two common models of how we operate, either with a 'scope level focus' or with a 'project level focus'. A scope level focus is the natural starting point of organizations that are built through acquisition, and it is basically a group of subcontractors operating and managing themselves individually. As we grow and reorganize to move towards a project level focus bringing different divisional crew under one project manager and superintendent for each project we are able to leverage collective strengths of *One Team*.

Today, we continue the exciting journey through our history of growth through strategic acquisitions. Discussing the companies that have come together to form one strong and vertically integrated team!

As a vertically integrated team, we are able to control multiple stages of our supply chain for our products and services. This means that we own several aspects of our operations. These strategic acquisitions over the years have helped Tomlinson to integrate our construction teams, environmental services, ready-mix and aggregate groups to reduce inefficiencies and costs. It has also given us greater control over the quality of our products and services, and both how and when they are delivered.

Our environmental service offerings developed in 1998 following the release of the Three R's "reduce, re-use, recycle". By 2010 we had taken on multiple residential collection contracts and were looking to continue growing our waste management services. In April 2010, we acquired Goulborne Sanitation. They had assets and customers that complimented our existing service offerings and also fit into our growth strategy. With this acquisition, we gained entry into the commercial waste market, our own transfer station facility and a material recovery facility. The purchase was an easy tuck into our current environmental offerings, helped us become

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STRATEGIC GOAL:



ONE TEAM





MESSAGE FROM THE CEO

ONE TEAM

We are a team that has a common goal.

When I hear 'One Team', it makes me think back 30 years to a time when it didn't matter where you worked or what you did. Whenever something was asked of you, or if you thought you could help, you would just jump in and do it, leading by example. Everyone was engaged and driven to get a positive result out of any situation that arose. Not only did it allow us to achieve our goals, but it also brought the team together and made us stronger.

I see this still happening every day, but it seems more focused in small groups. We need to embrace it in the larger context of the entire business. That is the beauty of vertical integration; we have the tools and expertise to achieve every task asked of us, driving the business forward. Every group has an effect on the next, and each team needs the participation of other teams to achieve their goals. This is the strength we have and need to build as one team. We have to really count on each other to make the entire team stronger.

Ron Tomlinson, CEO

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a major player in commercial waste services and introduced us to new customers which we are still in business with today.

As part of our strategic planning, we had been discussing entering the sewer and watermain business for over 5 years when we decided to pursue purchasing both Greenbelt and Graydex in 2012. This was one of our first steps towards being vertically integrated, giving us the ability to work with developers on projects from start to finish. Getting two of the largest sewer and watermain businesses in Ottawa on board to sell at the same time was tricky. But, to create an offering that could go hand in hand with the road building side of our business, we needed to match the scale at which we were building roads. Driven by customer demand for fully integrated projects, this fit the need for us to bundle together a complete vertically integrated solution for both municipal, government, and private customers.

Shortly after the acquisition of Greenbelt and Graydex, Bill Tomlinson's handshake deal with his long-term friend Don Burnside came to fruition. Don was ready to sell and he wanted the best for his employees and his company. At this point, Tomlinson was more stone and aggregates focused. As a locally owned and operated sand and gravel company, Burnside fit right into our company and brought strong employee knowledge to our team and sand reserves that we continue to use until this day. Speaking to Cory Lytle who ran a wash plant for Burnside when they joined our team and who is now an Aggregates Superintendent "It's been a great journey working for Tomlinson. I've learned a lot more and gone a lot of different places, and done much more than I ever thought I was going to do."

In 2013, Tomlinson Group of Companies acquired DataShred, a small independent storage and shredding business that had no succession plan. We utilized their services to increase our document security internally and the new business line expanded our existing recycling services. We are always looking for ways to create full-service offers that fit all of our customers' needs and





DataShred allowed us to further develop our recycling services to do just that!

Back in 2010 George Neilson had come and asked if we were interested in buying his industrial waste business, but with prevalent interest from Todd Neilson, George's son, to buy this company from his father. Ron, as a son running a family business saw this and stepped back. Todd then stepped in and grew the business and three years later reached out to sell. Speaking to Jeremy Wicks, who was a Yard Foreman at Lacombe when it was acquired and is now a Truck Supervisor, "it fit really well, Tomlinson buying us, because Tomlinson did a lot of work that we were already doing with Lacombe and now they have so many resources that we've just exploded. We've basically outgrown our yard because we have so much work from Tomlinson."

Lacombe added on a whole new line of waste services to what we were doing in the environmental space and allowed us to continue building our waste services across industrial, hazardous and liquid waste sectors.

As we continued to expand our waste services, we were looking for a way to break in to other markets. During our strategic planning sessions, the 401 corridor and Kingston were identified as a prominent area of opportunity. Two years after a preliminary meeting with the owner of Scott Environmental, we got a call that they were interested to sell. Their books were messy, and the business was in a position where relationships with existing customers and employees needed to be rebuilt. This acquisition was definitely a lesson in rebuilding a business, rebuilding a brand in the marketplace, and rebuilding trust with employees. We had to go in to this new market and prove that we were going to do things differently and build customer service into the culture at Scott Environmental, so it was aligned with Tomlinson's values. Speaking to one of the employees who came over with the initial acquisition, James Scott, "before Tomlinson took over my state of mind was I had a job and it has now changed to having a career".

When we met with Dennis Colautti to discuss the sale of his business it was an easy decision that they would be a great

addition to our expanding sewer and watermain team. Not only did they help strengthen our core construction business, but they also helped us become even more competitive. Dennis spoke about our team earlier this year saying "I love the strength of the business and the things we're able to do".

Anyone can purchase equipment, it's the people that make the difference, and although some move or don't like the change, we continue to strengthen and grow our team. Ron Tomlinson said "we bought all the companies for the people and the expertise". and Colautti brought a proven track record, operational expertise, talented employees and excellent customer service to the table. Dennis Colautti, one of the owners of Colautti has now been with Tomlinson for 6 years and when he "looks at Tomlinson now where we sit, a lot of those people that they brought are still here" as leaders in the underground divisions. Speaking to him further about the acquisition he says, "we helped each other, we helped them grow, they helped us grow and we worked together".

As the market grew more competitive and we looked to continue partnering with real estate development projects, adding Dufresne to our team was the next step in continuing to grow! This acquisition allowed us to extend our service offerings in our core construction business to include deep excavation, site services, deep foundations, and shoring and piling.

Our philosophy has always been buy market share, don't disrupt the market. We always knew at one point our growth strategy would look to expand along the 401 corridor and Don Hart, full service Road, Excavation and Sewer/Watermain contractor servicing the 401 corridor from Gananoque to Brighton to Kaladar in the north, provided the perfect opportunity for just this.

The constantly changing nature of markets means that decisions may not always consider all perspectives and ideas. But, if we have strong people and a strong team in the markets where we work, we will always prosper. This had led people to be a driving force in the companies that we pursue to become a part of our winning team.



MAKING A CHANGE ONE RIDE AT A TIME

Once a year, Tomlinson invites the automotive community to come together to celebrate their passion, and raise money for the Boys and Girls Club of Ottawa. This year, our 3rd annual event brought in a huge crowd and amazing donations! Cars from all genres attended, from classics, to imports, race cars, and customs. With over 300 cars participating and hundreds of community members coming out to support our cause, we were able to raise an incredible \$11,000! But the generosity didn't stop there. Tomlinson stepped up and matched the donation, bringing the total amount raised to an astounding \$22,000!

In September, we hosted our first ever car show in Kingston, which was also a huge success. We had over 100 vehicles come out to support the Boys & Girls Club of South East raising an additional \$2,554. Again, Tomlinson matched the generosity with a total donation of \$5,108.

We want to thank everyone who participated in both these events, whether by bringing their car, volunteering their time, or simply coming out to show their support. It's through the collective efforts of our community that we can make a real impact and create positive change. We look forward to continuing this tradition and hosting more events that bring us together for a great cause. Visit tomlinsongroup.com to learn more about the event and see our full image gallery.





TAYLOR'S BIG DAY

TAKING A TOUR OF THE CARP FACILITY

Occasionally, we get the chance to break out of the "status quo" of our everyday operations, and truly make a difference in someone's day. This May, we were thankful to spend the day with someone very special and help give them an unforgettable day.

As Taylor's birthday was approaching, his family was in search of a unique and special opportunity that would make him happy. Not due to a milestone number, but because it was his first one celebrating without his best friend, his identical twin brother, who passed away June 2022. His family noted, "He has been through so much already, and being developmentally delayed, it has added extra struggles processing everything that has happened."

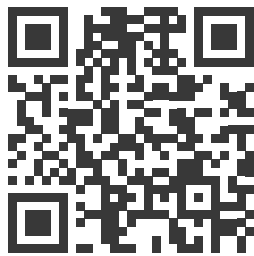
Taylor has been fascinated by recycling, trucks, and waste management ever since he was young. Debbie, Taylor's Aunt, reached out to Tomlinson to see if there was anything that could be done to help create the perfect day for him. Upon hearing this, Tomlinson's Blake Dougherty reached out to invite Taylor and his family for a tour of our unique Carp Waste Recovery Center knowing this would give Taylor a perfect opportunity to see it all!

When Taylor and his family arrived at the facility, he was so excited

to see our Tomlinson BBQ set up for a team appreciation day, he was out of the car before it could come to a full stop! After a burger, a hotdog and maybe a few bags of chips, Taylor proudly put on his hard hat, safety vest, safety boots and safety glasses to start the tour of the facility. With a smile on his face, Taylor was where he needed to be that day, being a part of something that he showed a true passion for. Blake demonstrated the automated machines, all the trucks and loaders, and explained the processes to Taylor. While learning and asking lots of questions, Taylor was smiling ear-to-ear! When asked about his day later by his father, Taylor replied, "It is so cool - they're saving the planet!"

We were grateful to have the opportunity to meet this inspiring young man and his family and to help make his birthday something that can be looked back on with fond memories. Blake thoroughly enjoyed his time with them and is thankful that Tomlinson and the staff at the Waste Recovery Center were very receptive and welcoming of Taylor's questions and requests for selfies with them. Thank you, Blake, and team for being great Tomlinson ambassadors in our community.

SHOP THE LATEST RED ARMY GEAR



SCAN TO SHOP OR VISIT
store.tomlinsongroup.com



TOMLINSON

GRIP IT & SIP IT

EMPLOYEE APPRECIATION EVENT



Our 4th annual Grip it & Sip It golf tournament was a blast! The day was filled with excitement as employees from all over came together to enjoy a day of friendly competition and team bonding. The tournaments were followed by delicious meals, and awards ceremonies, where the top teams were recognized and celebrated for both their skill, and their style.

A big shout out to our volunteers, to Donnelly Ford for bringing their beautiful Shelby F-150, and our friends at Falcon Ridge Golf Course who made this event such a success We look forward to seeing everyone again at next year's tournament!



LEARNING AT TOMLINSON

THE NEW TOMLINSON UNIVERSITY BOOKLET IS HERE!

BUILD YOURSELF. BUILD THE TEAM.

Our vision is to be the strongest transportation infrastructure and environmental services organization in Eastern Canada. To achieve this, we need to continually strengthen and build our team in both technical and leadership skills. Your supervisor has the most influence in this area to help you grow, but another tool in your career development toolbox is Tomlinson University.

HOW TO REGISTER FOR A COURSE

Go to Halogen > Learning tab > Select a course > Register

Text us **613-875-7495** or email **hr@tomlinsongroup.com**

Don't know which course to take? Wondering about career growth opportunities? Book some time with HR to talk about career options and development programs.



RED ARMY DISCOUNT PROGRAM

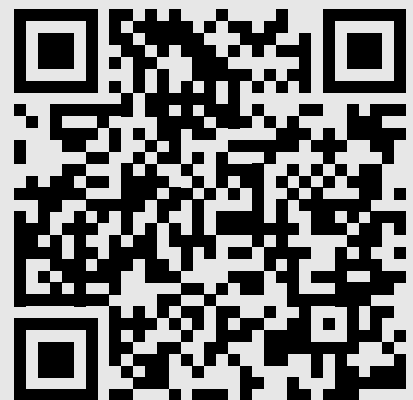
Did you know?

We offer an Employee Discount Program to all Tomlinson employees. The Employee Discount card provides you with discounts on a variety of products and services throughout Ottawa and the surrounding areas.

Employees must present their card to receive the discount. If you didn't receive your card or have any questions, please email

hr@tomlinsongroup.com

To see all the details visit
tomlinsongroup.com/employee-discounts/
or scan below:



ONE TEAM AND SAFETY

What does one team mean to you when it comes to safety? To me, one team means there is a group of people who are working towards the same safety goal. When it comes to safety a one team approach can make all the difference in the safety culture of a company. When everyone believes that safety is not just a priority, but a core value, injuries, incidents are avoided and the costs of dealing with incidents are reduced and the workers are happier.

To achieve one team success in safety, Tomlinson has taken several pro-active steps to help. The biggest one would be the adoption of Certificate of Recognition or more commonly referred to as CoR. CoR is the audit tool that is used to evaluate the safety program in the company. All companies are evaluated using the same standard. Because of this the safety program across all business within Tomlinson is the same. Workers can move from one business to another and understand and recognize all safety documentation and procedures.



Another way to support the idea of “one team” is by adopting Salus Pro as the safety management software program. This has enabled everyone to use the standard forms throughout the company. It gives managers at all levels the ability to see reports, inspections, safety observations in a timely manner prompting quicker solutions.

Lastly, yet most importantly, the “one team” adoption is the belief that safety is important and needs everyone working together to achieve a leading safety culture. When you have committees for safety with representation from across the company, you are working as one team. When you have workers, supervisors and managers making recommendations or providing suggestions on how to improve safety, you are working as one team. When one group takes a step to help improve their safety culture and that step is adopted by other groups, you are working as one team. When a group is comfortable pointing out a safety issue with another group, you know you are working as one team when it comes to safety.

One team and safety go hand in hand and without each other safety is at risk. There is an old saying; it takes a village to raise a child. When it comes to safety it takes an entire company, or one team approach, to create a leading safety culture and Tomlinson is on the way.



RED ARMY SUMMER STUDENTS

CLASS OF 2023



CALEB AITKEN

SAP DATA PREPARATION

"My favourite thing about working at Tomlinson is getting to work alongside amazing people who have supported me in my professional journey."



ANTONIO AMATO

DATA PREPARATION & SURVEY

"I love the lunch and learns with my department where we catch up, eat together, and learn new skills. Aggregates may rock, but surveying is where it's at."



JACK BECKER

PROJECT ASSISTANT

"My favourite moments while at Tomlinson have been getting to see all the different plants and quarries."



OLIVIA CLARK

ACCOUNTS RECEIVABLE

"Tomlinson has shown me that what you go to school for doesn't define your career path. I have expanded my interest in different subjects since learning about new roles."



CARLA CLUNIE

ACCOUNTS PAYABLE

"I have gained such valuable knowledge that I will be bringing with me as I navigate choosing a major & prospective career. The food and the orange juice is also amazing."



ESTHER DIBO

PROJECT CONTROLS

"The best advice I received so far was to be open minded regarding the future of my career. Skills I learn here and in school will become beneficial."



JEROD DOBOS

MARKETING & EVENTS

"The friendliness of each and every person at Tomlinson has been amazing. I love the work environment."



ERIC FITZGIBBON

PROJECT ASSISTANT

"It has been great getting to know fellow employees throughout the organization through work and Tomlinson events."



MIKAYLA IRWIN

ACCOUNTING STUDENT

"I love that my work benefits the company. My team always supports me and encourages me to take on different tasks."



SARA JOHNSON

LAB TECHNICIAN

"I appreciate everyone in the lab who has helped make my training process so comfortable. I am thankful to work with such a fun team!"



HONGLIN LI

ESTIMATION STUDENT

"I enjoy the feeling of achievement knowing what I did is going to benefit people for a long time. The idea of being able to do that resonates with me on a personal level."



ERIN O'NEILL

IT PROJECTS

"My favourite moments have been getting the chance to assist in documentation of project steps, then getting the chance to go to sites to see the progress of those projects."



JACOB PREKOB

PROJECT ASSISTANT

"I've learned that experience in the field is a very valuable asset. Surrounding myself with people who have had so much experience has really helped me grow."



ROBERT ROSS

PROJECT & ESTIMATION

"The best advice I have received so far is regardless of what you're working on, always do your best."



NATHAN SCHEER

OPERATIONS SUPPORT

"I love feeling a part of something important. I can come in each day and work my hardest toward success and it seems to have an impact."



MARYANA SFEIR

PROJECT ASSISTANT

"It has been inspiring to see the unique perspectives that each person brings to the table, and to work together towards achieving our shared goals."



JACKSON SMITH

IT SUPPORT

"The best advice I have received is to soak up as much information as I can before my term is over and go out in the field as much as possible."



PETER VANIKIOTIS

STRUCTURAL ENGINEERING

"The best advice I have received is it is important to ask questions. It may lead people to consider problems from a different perspective, which is always beneficial."



JAD ZIADAT

PROJECT ASSISTANT

"My favourite thing about Tomlinson is that responsibilities and meaningful tasks are given to me as if I am a full-time employee and not a summer student."



AUTUMN ZLEPNIG

PURCHASING CLERK

"I've learned that Tomlinson is one big team. Everyone employee is a key part of that team, as we are all working together to achieve the same goal."



WE HAD OVER 45 STUDENTS DURING THE 2023 SUMMER SEASON. PICTURED ABOVE: CALEB AITKEN, ANTONIO AMATO, ALEXANDRE BEAUVAIS, JACK BECKER, NICK BOWMAN, CAELAN BRULE, OLIVIA CLARK, CARLA CLUNIE, SAM COBURN, JEROD DOBOS, ERIC FITZGIBBON, BEN GILBERT, MIKAYLA IRWIN, SARA JOHNSON, SEBASTIEN LAFRANCE, CURTIS LEAHY, JOSH MACKLIN, DOMINIC MERCIER, MARTIN MUNOZ, NICHOLAS OEGGERLI, ERIN O'NEILL, JAMES PATTTER, JACOB PREKOB, ROBERT ROSS, NATHAN SCHEER, JACKSON SMITH, JORDAN STEWART, JEREMY STRACHAN, BROCK TIPPING, PETER VANIKIOTIS, KYLE WEBBER, JAD ZIADAT, AUTUMN ZLEPNIG. MISSING FROM PICTURE: GREGORY ANTONIUK, EMMA CLUNIE, ESTHER DIBO, HONGLIN LI, JUSTIN MCRAE, MACKENZIE SCHEEPERS, MARYANA SFEIR, EMMA SMITH, CLAIRE STRACHAN, ETHAN THOMPSON, JAKE TRIEBE, MALIK YOUSSEF.

RED ARMY SHOUT OUT!

Send us photos of you and your team, projects, and job sites.

We want to highlight your awesome work.

Email us at social@tomlinsongroup.com

NEVER MISS A MOMENT
FOLLOW US ONLINE



CELEBRATING 10 YEARS OF RESOURCE RECOVERY

Lystek is the vivid representation of having a powerful vision. As an integral part of Tomlinson, their projects and services live up to the highest quality standards, with a focus on innovation, people, and the environment. This summer, Lystek passed a big milestone, with the ten-year anniversary of their Southgate Organic Material Recovery Centre (OMRC) in Dundalk, Ontario.

Their story begins in 1998 at the University of Waterloo, where Dr. Owen Ward and Dr. Ajay Singh initiated their research on wastewater biosolids. Their goal, to make waste easier to handle, remove, and turn into useful products that are safe and good for fertilizing, evolved into "One System with Multiple Benefit Product," and two years later Lystek International Inc. was incorporated.

It was in 2010 that Tomlinson first invested in Lystek. Dr. Singh recalls merging into Tomlinson as a smooth transition and an important milestone for the company, "We needed bigger support, and that support came from Tomlinson. So many projects came from this bigger name, because they saw Tomlinson was backing up this smaller company."

Tomlinson saw potential in Lystek and decided to invest and provide support. However, Lystek has also benefited Tomlinson



as a technology and service company. The two businesses joined and became stronger together.

Lystek has continued to expand through their participation in R&D projects and collaboration in many grants. Their first US facility was implemented at the Fairfield OMRC in California in 2016, and their first international facility was implemented in Sharjah, UAE in 2022.

Today, Lystek is operational across 15 facilities in Canada, the United States, and UAE, they have ten granted patents and have published many research papers. Their perseverance and hard work has guided the company to where they are now. Tomlinson CEO, Ron Tomlinson, says, "The team is what makes Lystek great, it's what makes the technology great, and it's what makes a highly valued, sustainable product for everybody to use!"

Tomlinson has always focused on teamwork to achieve excellence, and Lystek is a reminder of working as One Team with a continuous growth mindset to get the job done.



INNOVATION CORNER

WE HAVE \$30,000 IN PRIZE MONEY TO GIVE AWAY!

GAME CHANGER \$20,000

Blow it out of the park? This award is given out only in special circumstances and won't be given out every year. How do you qualify? Your innovation needs to:

- Have an extreme effect on how we do business.
- Be a new idea that doesn't exist anywhere else in the industry.

GROUND BREAKER \$6000

Have you been striving to find new or improved ways of conducting business? This award is given out yearly to an innovation that:

- Has a measurable financial impact.
- Can be implemented across multiple divisions.
- Can be used more than once.

MACGYVER \$3000

Thinking on your feet? This award is given out yearly for innovations on a specific project that:

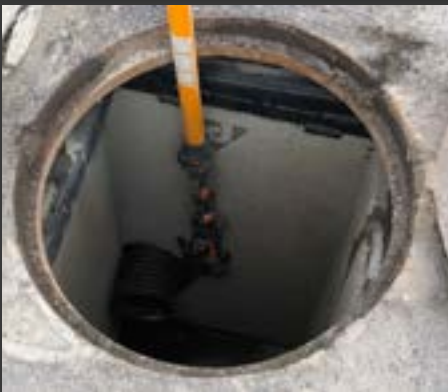
- Implement a specific process, system or tool.

PEOPLE'S CHOICE \$1000

If your innovation doesn't meet the criteria above, don't worry! Submit it to our people's choice award and the Red Army will vote for the winner.



DID YOU KNOW EVERYONE WHO SUBMITS GET A INNOVATOR T-SHIRT? SCAN TO SUBMIT, OR HEAD TO YOUR SALUS APP!



CONTACT: INNOVATION@TOMLINSONGROUP.COM

ROCK THE RED RECAP

After a successful kick-off of our first Rock the Red employee appreciation event in 2022, we brought it back in 2023 - with a twist! This year, the Red Army came out in full force to Lombardy Raceway going head-to-head on the karting track. With over 30 teams and 180 racers, it was an epic battle. In the end, one team was victorious, blowing past the competition. Congratulations to **First or Last Motorsports** on your dominating wins in both the morning and afternoon rally.



FIRST OR LAST MOTORSPORTS: (ALPHABETICALLY) ANTHONY CARRIERE, CAMERON JUPPE, MARC-ANDRE LEBEL, MICHAEL ADAMOVITS, QUINN MILLSON, TYLER AMBO.



(MORNING 2ND PLACE) PEDALS TO THE (MORNING 3RD PLACE) PIST N' BROKE: (AFTERNOON 2ND PLACE) ELRUS: ALAN (AFTERNOON 3RD PLACE) FATHER MEDAL: CONNOR ALGUIOR, DESMOND CHRIS KOLLAR, KAREN THOMPSON, PATIOUS, DUSTIN LAUNDRIE, JASON KAYLEY MACINNIS, MEGAN TOMLINSON, CORY LYTLE, LAINE BLAIR, REILLY DEGRAY. FURNIER, CRAIG LLOYD, GARRETT FOX, LALONDE, JEREMY ALGUIOR. MIKE LAWSON, NIKKI CALDWELL. JOEL MCINTYRE, PARKER COLLINS, PHIL YODELL.

But the racing didn't stop there! Friends and families came out to get their shot behind the wheel. We saw some amazing battles on the track, and had some laughs along the way. Here are some of our favourite moments:



The track wasn't the only place to catch some fun and thrills. Over in the Lombardy fairgrounds, we had awesome inflatables including an inflatable Ferris wheel, giant slide, and carnival wall. For those who still needed more competition, we had mini golf and laser tag. All the games and fun were complimented with delicious food courtesy of Tomlinson's own BBQ boys, Beaver Tails, and Golden Fries.

As we rolled into the night, the music started pumping as our live bands hit the stage. Buckle Down opened the show and got the party started! They were followed by Monkey Junk who kept the good times rolling and brought the energy. Finally, our much anticipated headliner hit the stage - Dallas Smith! The Red Army rocked out to some of his biggest hits, singing and dancing until dark. As day turned to night, it was time for Ron's epic after party to finish off the 2nd Annual Rock the Red event.

A HUGE thank you to all the teams who made this event another success; the Stores, Comfort Station crew, our volunteers, and our events team. We couldn't have done it without you.



TOMLINSON



CORNWALL TEAM



POWER ROAD TEAM



PAINT SHOP TEAM



MOODIE TEAM



KINGSTON TEAM



STITTSVILLE TEAM



SMALL ENGINE TEAM



ALBION ROAD TEAM

GOOD PEOPLE KNOW **GOOD PEOPLE**

Did you know that if you refer an employee to Tomlinson, you are eligible for **up to \$1,000** for a referral bonus? **We need your help to build our team!**

Check out the job postings on our website.

Questions? Email hr@tomlinsongroup.com



Are you ready to start your new path?



PROJECT SPOTLIGHT

MACKENZIE KING BRIDGE REHABILITATION

Our team thrives on complex projects that require critical thinking, problem solving and a depth of experience to execute successfully. The Mackenzie King Bridge rehabilitation project has a complicated scope of work and requires a team that has experience in complex



bridge projects and the ability to successfully manage multiple third parties. We will be doing concrete repairs, expansion joint replacements, new sidewalks and cycle tracks, HMA, street lighting, and landscaping.

Originally the project was scheduled to be completed in Fall 2024. Due to a significant increase in the scope of work after discovering deterioration of the existing bridge beyond what was originally anticipated the project will now be completed in Fall 2025. We were successful, due to our ability to internally supply very high-grade



asphalt (76-34 HMA), which is typically used on airport runways, to address the history of severe asphalt deterioration due to high volumes of bus traffic, as well as specialty mixed concrete using black granite to provide an exposed black aggregate finish for the cycle track, which make us uniquely qualified to complete this project.

This project presents many challenges, including coordination with multiple third parties (City, NCC, NAC, DND, Parks Canada,



Transport Canada), working over water (Rideau Canal), working around NAC parking garage utility infrastructure, and ongoing water leaks in the existing infrastructure. Additionally, we will need to work within the noise and vibration parameters set by the National Arts Center, centered around their performance and rehearsal schedule. Staging of work and traffic, site security from the public given the job location, ongoing additional works that arise as we progress with the work, material supply, and working with subcontractors over a multi-year project are other challenges that we will need to overcome.

We are excited to be involved with a project with demonstrates the expert skills and knowledge of our team.