

People: The Key To Our Success

“There are few, if any, jobs in which ability alone is sufficient; needed also are loyalty, sincerity, enthusiasm and cooperation. It has been my pleasure to find that the people of Black & McDonald display an abundant amount of all of these traits.”

W.J. McDonald
Company Founder
(1887-1991)

In this special issue of the B&M News it is our goal to recognize the efforts of some of our special people. Our founder would be proud to know that today the company continues to be filled with people who have the traits he described at left. The individuals recognized in this issue represent a sampling of the great people we have in our company.

Our people remain the key to our success and in the year 2006, we employed over 3,000 employees across Canada, the United States and Great Britain.

Looking forward to the year 2007, the Black & McDonald Group is well positioned for continued growth. In the majority of our market areas the work picture looks good for the upcoming year, with some regions reporting record work backlogs going into 2007. This indicates that the company is headed for another good year.

So as we enter into our 86th year of operation, let's remember the basic beliefs that have guided our success over this lengthy period:

- Honesty, Integrity, Fairness and Respect – applied to all whom we deal with.
- Regular Communication – with each other, with our customers, and with our suppliers.
- Quality – of our Services and Products.
- Commitment – to deliver on time and to do it right.

The company believes that its 86-year-old philosophy is stronger than ever. Ensuring that our beliefs are honoured and respected will make certain our future success. This is a challenge we must all take up.

Thank you to all of you for your efforts in 2006. We truly appreciate the contribution all of you have made to the company's success.

Let's all have a safe, healthy and prosperous 2007.

Ian McDonald
Co-CEO

Bruce McDonald
Co-CEO

Anne McDowell: Finding Strength & Motivation From Family



Anne McDowell emigrated from Glasgow, Scotland with her husband Jim in 1967, settling in Toronto; her first job in Canada was as a Canadian Tire cashier. In 1970 Anne and Jim moved to Burlington where Anne began work for the Bank of Montreal and in 1975 entered the construction business with Comstock. In 1985 Anne began her career with Black & McDonald in Hamilton, working as a billing clerk for the service division. By 2000 she began focusing her skills on the project costing and billing side of our business and is now responsible for all

project and construction job costing and billing. Anne is a devoted mother and grandmother; her family provides her strength and motivation. Anne's dedication to her family and to Black & McDonald and her peers in the Hamilton office has never been more apparent than this past year as Anne continued to work through her personal battle with cancer. Now on her way to recovery, Anne's upbeat attitude and no-nonsense approach to her job continue to be a key ingredient to the success of our business in Southwest Ontario.

INSIDE

Meet B&M people from across Canada



Ken Steele: Our Approach To Business Has Always Been Consistent

Ken Steele joined Black & McDonald in 1961 as an apprentice electrician. Developing his skills in the construction and service sector, he moved to the Toronto Service Department in 1967 where he served as electrical supervisor of 11 electricians; in 1970 he was

promoted to industrial estimator, working under Lorne Poole. In 1973, Ken opened the "downtown office" of B&M, on Richmond Street; the multi-trade Tenant Systems Division, specializing in computer rooms and interior finishing in the financial district, grew to a peak of more than 80 people servicing banks, insurance agencies and brokerage firms. Ken returned to Toronto's 101 Parliament Street office in 1991 as

Director of Business Development. He has managed the Network Solutions Group; served as project director of the construction of Scarborough's Pullman Court facility; and has, since 2002, been providing National Business Development support to the Regions.

Ken attributes his longevity with the company to his interest in the work and his fundamental agreement with the manner in which the company conducts itself. "This industry is fast moving" Ken says. "And it is affected by technology in every way. There is never a dull moment, and there are always new challenges. My talents have always been well tapped into at Black & McDonald, and I have a tremendous respect for the common sense way that B&M treat their people. That's why I've stayed. If I can contribute and feel good about what I'm doing, I'll continue to do this."



Ken Steele:
"The company's attitude and our approach to business – the values expressed on the plaque – are the same values I grew up with in this company."

Barry Baldwin: The Dedication That Built Our Business In Manitoba & Saskatchewan

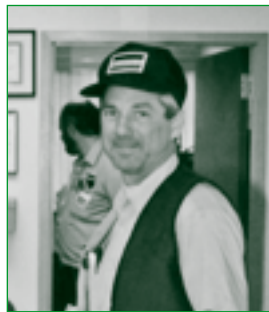
Barry Baldwin joined the Black & McDonald Winnipeg Team on May 5, 1980. Barry came to us as a young, energetic, driven journeyman with vast capabilities. One of Barry's early PPM contracts was St. Vital Mall, located in the fastest growing area of Winnipeg.

For much of the 1990's, Barry traveled through Saskatchewan with Barry Straub, servicing Wal-Mart, Kmart, the Royal Bank branches and Air Canada. For those seven years, Barry and Barry were Black & McDonald in Saskatchewan. This took quite a commitment and sacrifice, considering that Barry would leave his wife and four boys at home for up to three weeks in a row. Barry was instrumental in laying the foundation for ICBM in Saskatchewan, as all of the aforementioned contracts were transferred to ICBM upon the opening of their branch in Regina.

For his last two months, Barry was thrust back into service at St. Vital Mall, acting as the site foreman for Irek Iskat, of our Custom Projects Division, performing a large Rooftop unit retrofit. Barry worked evenings and nights, in ductwork and ceiling spaces, and never once complained. It was not the type of job that you could coast into retirement with.

Barry retired on November 10th, 2006 after 26 years with our company. Barry's retirement plaque read "dedication and commitment", which exemplifies to all of our younger staff what it takes to be considered a key, valued, revered member of our company. It also describes his characteristics as a father and husband.

Barry and his wife Judy moved to Texas last winter, to 'try-out' retirement. He returned in the spring of 2006, with his usual vigor. Barry is back in Texas this winter, and we are hoping that Barry is bored by the spring.



Jay Quesnelle: A Successful Transition



Jay Quesnelle has been part of Black & McDonald's BC Region since 1986. He began his employment as an apprentice plumber and went on to become one of our most competent and productive journeymen. His quiet demeanour and low key, friendly approach won him the admiration and respect of both customers and fellow staff.

A few years ago, Jay suffered a serious back injury which prevented

him from returning to the field. We gladly transitioned Jay into the office, working as our field supervisor in our Projects Division. Jay has proceeded to build a top notch crew over the past few years, providing the BC Region with the talent necessary to continue to grow the Projects side of the business.

Jay is a proven asset to our branch, his extensive plumbing knowledge providing the key to successful project estimating, planning and completion. Our Projects Division's growth approached 100% this fiscal year.

Tomasz Faryna: The World Puts His Face To ADWEL's Name

Tomasz Faryna is a Master Graduate (EE) from the Technical University Of Szczecin in Poland, with over 14 years of experience in electrical engineering.



Tomasz has been with ADWEL International since 2000, performing field engineering support. His job requires a thorough understanding of specifics related to generator, large motor and transformer installations in every part of the world. Tomasz installs Partial Discharge sensors on electrical machinery, performs PD measurements and other diagnostics. Through his service, ADWEL helps plants to verify the quality of generator rewinds, uncover hidden defects as well as identify, predict and prevent possible future failures. Tomasz's accomplishment is his consistent track record of

successfully completed projects.

ADWEL's President Vince Green comments: "Tomasz is a tireless worker who does a great job for us in a very demanding role. He travels to the far corners of the globe (e.g. Brazil, Pakistan, Outer Mongolia, Wawa) delivering superb field engineering services. We get excellent reviews and feedback on Tomasz from our clients and agents, who also report that he enjoys walking around among the citizens in these remote sites to experience their local customs, culture and food."

We are delighted that customers around the world put Tomasz's face to ADWEL's name.

Shawn Dolan: Taking His Expertise On The Road

Shawn Dolan has worked in the Utility Division of Black and McDonald's Northern Ontario Region for the past 19 years starting in 1987 as a journeyman electrician.

Shawn has played a major role in the success of the Utility Division. Never one to say no, he has been involved in a number of our more complicated projects. He has traveled the roads of Ontario working on MTO contracts such as

Cochrane, Timmins, South Porcupine, Sturgeon Falls, & White Lake.

With his experience in both inside electrical work and outside electrical work Shawn is in high demand. He has worked on inside electrical projects in Cambridge Bay on Baffin Island and on the new Canadian Embassy in Algiers. He has spent more than his fair share of time away from his family and for that we are most grateful.

No matter what the situation, no matter what the job, Shawn always has a positive and enthusiastic attitude. He is a true "utility" worker who has given his best to B&M.



Ian Smith: Contract Sales With The "Right Stuff"

Ian Smith, Contract Sales with Nova Scotia's Service Division, has set new records for contract sales in the Atlantic Region through hard work and a commitment to communicating with our customers.

Since Ian's introduction to Contract Sales in Nova Scotia's Service Division in November, 2001, he has consistently demonstrated "the right stuff" when it comes to meeting and overachieving commitments to contract sales objectives.

Ian is also about to join the million dollar club in early 2007 based on his current cumulative sales of \$970,000.00 at the end of our 2006 fiscal year. "This has without a doubt established a record for contract sales in Atlantic Region and when you speak to Ian, his vitality for the hunt of new business only seems to increase. A great situation to have" says Raymond Court, Divisional Manager for the Service Division.

The real story however is with numbers that are even more significant as these numbers have a profound impact on the overall business growth of all business lines for Black & McDonald in Atlantic Region. The reality is that the contract sales dollars are most commendable; however what they really represent is over 360 new customers that offer business opportunities for our other operating divisions. For a diversified multi-trade region such as

Atlantic, the overall new sales opportunity can be exponential.

Ian has also set other notable numbers records. First is his passion for golf which he will timidly admit to hovering around scratch level. Another record, although less known and publicized is Ian's ability to function during the business day with a cell phone surgically implanted to his right ear, or so it seems. Never a minute away from a sales opportunity.



Ian has been the recipient of a number of top sales awards within the company and will no doubt be again. He is also held in the highest regard by all of the people within Atlantic Region.