

Stellantis: Revolutionizing the North American EV Industry

The new Stellantis plant in Windsor, Ontario, is not only the first facility of its kind in Canada, but also one of the largest projects in Black & McDonald's history. Called NextStar Energy Inc., the \$5 billion lithium-ion battery production plant is an innovative joint venture between Stellantis and LG Energy Solution, with support from the city, province, and federal government. B&M was awarded the contract for mechanical and HVAC in June 2022, and just a few weeks later, pre-construction was underway. Today, the massive facility is about 20% complete with an anticipated opening in April 2025.

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Black & McDonald Centennial Scholarships 2024

Thank you for applying to the 2024 Black & McDonald Centennial Scholarships program!

This initiative was established to mark our centennial year and provides financial support to help our employees' family members who are pursuing post-secondary education.

The scholarships will award \$3,000 each to 16 applicants throughout Canada, as well as to two applicants in the United States. As a part of our commitment to our employee families, the scholarships are open to all salaried or hourly full-time employees' dependents.

The Scholarship Team will now begin the process of selecting the 18 successful applicants. The evaluation process will run throughout May, and the winners will be notified in July.

To learn more about the scholarships program, please visit: blackandmcdonaldscholarships.com



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B&M helps to mitigate Wildfires in Oregon with Innovative Fire-Resistant Cable Solution

In September 2023, Black & McDonald embarked on an ambitious project in Grants Pass, Oregon, to replace 25 miles of distribution voltage power lines with fire-resistant spacer cables. The densely wooded area known for its towering Douglas firs has seen a dramatic rise in forest fires recently, and to mitigate future risk, PacifiCorp—a multi-state, vertically integrated electric utility—enlisted the help of B&M. Led by Division Operations Superintendent Ben Morrow, the six-crew team also needed to replace 247 wood pole structures with fire-resistant composite versions and reframe an additional 233 poles—all by year's end. Thanks to a dedicated team with tireless work ethic, the project wrapped up in mid-December and is now being heralded as a success by all involved.

"Customer satisfaction was high. PacifiCorp was really happy with the speed and quality of Black & McDonald's work," said Chad Ambrose, General Manager – Western U.S. "Although the team had to hit the ground running with just two-and-a-half weeks to prepare after we were awarded the contract, they were able to overcome numerous obstacles and get the job done right."

Some of those obstacles, according to Morrow, included equipment and tooling shortages at the onset of the project, a lack of qualified labour, and learning to work with the customer prescribed spacer cable system that was new to several members of the team.

"Here in the Portland area, we're still in the process of growing and diversifying our customer base," he said. "We don't have a lot of equipment or tooling yet, not for this kind of project. So, when we got awarded this job, we had to find a temporary yard about four hours away from our normal one here in Portland. I think we had to gather about four crews' worth of equipment in just over a week and then get all that stuff down to Grants Pass before we could start."

And then there was the learning curve. Many of the new crew members were new to Hendrix spacer cable, a unique application more commonly used on the East Coast. But thanks to a committed team and great leadership, it didn't take long before everyone became efficient at handling and installing the solution known for its unique advantages compared to traditional overhead construction or undergrounding.

"It's a compact solution, which makes it ideal for cities, but we're now seeing it used on the West Coast and in the mountain states



as a wildfire mitigation strategy," Morrow explained. "The wire is insulated, there's no open, exposed, energized conductor anywhere, which eliminates any kind of sparking and damage from falling branches."

Given the increased prevalence and severity of wildfires in recent years, many utilities and power companies are opting to move away from a bare conductor and go with a covered insulated conductor along wild urban boundary and wooded regions to eliminate potential hazards. A failure to mitigate fire risks can have disastrous consequences for all parties.

"PacifiCorp is getting ahead of the problem by putting safety first," Ambrose said, adding that the large investor-owned utility has several major fire mitigation projects underway in addition to the one in Grants Pass. "It is a real push for them right now."

And speaking of safety, Teagen Wise, Division Manager, added that despite the complicated nature of the job, with its arduous work schedule and labour issues, there wasn't a single safety incident among the crew that worked tirelessly six days a week to ensure the job got done on schedule. In fact, the typical pace is one mile of reconductor per month per crew, but B&M exceeded that.

"I think we ended up at 1.6 miles per crew," he said. "Luckily the weather was on our side, too."

B&M would like to acknowledge everyone involved in the Grants Pass project and congratulate the crew on a job well done. This includes Jordan Myers and Thomas Finch (Project Managers); Sean Gallagher (GIS support); Ben Morrow (Division Superintendent); Ty Ketchum (General Foreman); Casey Skelly, Danny Nolin, Derek Rodgers, Trent Shirlin, Colton Coy (Foreman - Salt Lake Crew); Teagen Wise (Division Manager); and Chad Ambrose (General Manager).

B&M Replaces Rooftop Cooling Towers in Vancouver

In December 2023, B&M completed a cooling tower replacement project on the roof of 609 Granville St, Vancouver. The project was awarded in late 2022 and required the replacement of roof-level cooling towers on the 25th level of the building.

The initial project strategy was to lift the cooling tower parts with a crane from the street below. However, after careful planning, a crane lift was considered unfit for the task due to complications with underground structures and tunnels in the city. The city bus operators concluded that removing electrical infrastructure to build the crane at street level was not feasible.

After the city's review and feedback, the B&M team, comprised of Dermot Hawe, Operations Manager, and Steve Darby, Lead Foreman, along with a three-man support team, regrouped to determine an alternative solution to fulfill the project's goal.

It was decided that the best route of action would involve a helicopter to lift and remove all the old cooling tower units and the remaining framework. As well, the helicopter would deliver new units, piping, filter pump units, and steel structures. Leveraging existing client relationships, B&M was able to utilize a helicopter from a nearby naval base where we hold an FMO contract.

B&M's task was not without its obstacles. The team had to work around the helicopter's 7,000 lb. weight restriction by pre-fabricating the frame accordingly. While dropping the frame into place on the roof, there was about 6 inches of space on each side of the enclosure. Once the frame had landed on the roof, the B&M team had a one-hour window to finish installing the full cooling tower, which was comprised of four main pieces.



During the process, the helicopter performed approximately 30 lifts over five hours. The five-hour time span allowed the steel base of the structure to be carried, assembled, and welded on the roof before the landing of the cooling towers.

Trevor Langham, Department Manager, British Columbia Construction, is proud of the dedication that the B&M team put into the helicopter lift to get it done in half of the time that was originally planned.

"The thought was that it would take two days to install the whole thing. The sheer cost of the helicopter was significant, and the price would have doubled if we hadn't been able to complete the lift in one day. So, there was extensive preplanning involved to get the whole thing done in the time that we did," he said.

Following the successful landing of the units, piping has been an ongoing process. B&M also has electrical, controls, and insulation work to complete as a part of the contract.



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Working directly under the design-build general contractor, Alberici-Barton Malow, Black & McDonald was brought on early during the design phase of the project as a trade partner rather than a typical subcontractor.

"This relationship allowed us to participate in the development of project execution strategies, schedule, and budget estimates at the 30, 60, and 90% design stages," said Phil Jackson, Project Director. "It has helped us to improve project costs, schedule certainty, gain alignment around common project goals and agree on shared incentives, risks and rewards."

In terms of scope, this unique and historic project is helping B&M strengthen its resource base and better position itself to pursue other large mechanical projects in the quickly expanding battery manufacturing industry in southern and southwestern Ontario.

"The on-shoring of battery manufacturing for EVs started as a trickle during the COVID-19 pandemic. Now it's a tsunami," Jackson said, pointing out that in 2019, just two battery factories were operating in the United States with another two under construction. Today there are about 30 battery factories either planned, underway or operational in the country. NextStar will be the first in Canada but there are many other automakers following close behind and providing exciting future opportunities for Black & McDonald.

"This is an exceptional time for our division and for me personally," added Tim Peeters, Division Manager of Sheet Metal. "It's a huge project, and a challenging one due to the ongoing design changes. The 3D model seems to evolve every day for this job!"



Featuring 5 million pounds of sheet metal, over 75 miles of hydronic and plumbing pipe, and 900 HVAC units, to name just a few of the impressive details, the main building occupies 3.5 million square-feet of the 4.5 million square-foot site—that's roughly the size of 112 NHL hockey rinks.

Currently, 550 B&M employees make up the staff, but that number is expected to rise to about 650 once the project hits peak momentum in the coming months.

"We're talking about roughly 250,000 feet of duct work, 80,000 feet of fabric duct, and 120,000 feet of flue venting," said Stephen Payton, Sheet Metal Project Manager. "It's a massive amount of work in a short timeframe amid constant design changes. The vast manpower needed to complete this project is intense."

Not only is this a first-of-its-kind project for most of the B&M staff, but according to Payton, it's also the single, largest sheet metal contract ever in Ontario. Stellantis and LG Energy's goal for the Windsor plant is to make it the leading EV-battery hub on the continent, and the first of many plants of its kind coming soon to the province.

Technology & Innovation

Given its mission to revolutionize the North American EV industry, it's no surprise some unique applications and new technologies were used to steer the mega-project toward what will no doubt be a successful finish. According to John Stickney, Design Lead & Project Superintendent, design assist and value engineering were used from the early stages and have been integral to keeping the project on track.

"As industry leaders in 3D modelling and visual design, our experience allowed us to help the client in leading clash

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coordination to assist the project for all trade partners. This has been a real asset,” he said. “Modelling and creating clear installation drawings helped us provide shared hanger loading data and 100% spooled piping systems, which enabled us to deliver on the tight schedule at the prefabrication stage, as well as the field execution stage.”

Navis, Revit, BIM 360, Procore, Blue Beam, and P6 are just some of the software systems Stickney and his team have been using. Putting a heavy focus on utilizing prefabrication to reduce man hours on site and save on field installation time, prefabrication in the shop has helped speed up assembly time to achieve a difficult schedule.

“Given the enormity of the plant and the sheer number of components within it, a massive, heavy-lift helicopter operation will be used to transport the 500 pieces of equipment to where it needs to go, from 25,000 lb. per down, in addition to the construction cranes,” he said. “We have 18,500 tons of cooling—almost 28,000 GPM—which is enough cooling for

7,500 homes. It is hard for most people to fathom the size and scope of this project, even for those of us working on it.”

Currently, the contract represents \$500 million for B&M, but that number is expected to hit \$650 million by the time the facility opens next year.

B&M would like to acknowledge all those currently contributing to the success of this world-renowned project, including:
Bruno Gatti, General Manager, Mechanical Construction
Tim Peeters, Division Manager, Sheet Metal
Robert Campbell and John Brosens, Shop Managers
Phil Jackson, Project Director
Chad Fenech, Construction Manager
Project Managers: Stephen Payton, Kevin Robitaille, Sourabh Sangwan, Conor Malone, Jacob Paul
Jonathan Stickney, Mechanical Design Lead
Site Superintendents: Oliver McMeo, Guy Krisza, Ian Roberts, Jeff Sinclair and Keith Wright



Black & McDonald: Crafting a Legacy of Community Giving

Black & McDonald's commitment to the community and corporate social responsibility extends far beyond the realm of day-to-day operations. Being part of lasting, positive impact has become a unifying force for our teams across North America.

We use our resources and “Do It Right” spirit to address the needs of the communities where we live, work and serve.

This impact has added up. Our commitment has translated into contributions exceeding \$5 million over the past few years.

Our efforts are diverse. We coordinate food drives, participate in environmental restoration efforts, sponsor local hockey teams, support animal welfare initiatives, and champion educational programs that empower the next generation. We have so much to be proud of, and many more opportunities on the horizon to build a better future for all.

The B&M team is committed to delivering more than incredible projects and work. We also deliver hope, opportunity and good in the world.

Corporate Marketing and Communications

Black & McDonald Celebrates International Women's Day



On International Women's Day, we honoured and recognized the incredible achievements of women worldwide. This year's theme, "Inspire Inclusion," resonates deeply with our core values. At B&M, we believe in embracing diversity, fostering equity, and weaving inclusion into the fabric of our organization.

The CVD office celebrated with a panel of esteemed speakers that included Denisa Leiba (Vice President, People Resources), Paula Irwin (Director, Corporate Procurement), Yasmin Abdiladif (Project Planner), Erica Brabon (Director, Energy and Sustainability), and Anuradha Chordekar (Training Specialist),

and was moderated by April Jackson (Talent Development Program Manager).

The group shared their unique insights and experiences while focusing on actionable steps we can all take to inspire inclusion in the workplace. From engineering and finance to project management and leadership roles, women at B&M elevate our collective success with their expertise, passion, and vision. There was also time for networking with peers after the panel and a "Wall of Inspiration" for everyone to record and share their thoughts and quotes to uplift and empower one another.

Other offices celebrated in big ways as well!

B&M's Construction Division at Pullman Court supports worthy causes as part of IWD initiatives. The team contributed to the breast screening program at Scarborough Health Network Foundation (SSHN Foundation) through a successful 50/50 draw.

The PGR team also organized a successful 50/50 fundraiser with purple shirts and toques for Bethesda House. They raised almost \$2,800 in support of women and children in domestic violence situations.

Black & McDonald is proud to be part of a global business community that values the contributions of women in every sector. We continue to be committed to nurturing a culture of inclusion and respect in our workplace.



International Women's Day 2024 Recognized Across B&M



Recognizing Black History Month



February was Black History Month, a time to honour and celebrate the achievements and contributions of Black Canadians and their communities.

The theme for Canadian Black History Month 2024 was Black Excellence: A Heritage to Celebrate; a Future to Build. It was a time to pay homage to the exceptional contributions of Black individuals and professionals across diverse fields and recognize the important work ahead in empowering and equipping future generations.

Black & McDonald's commitment to diversity and inclusion goes hand in hand with the purpose of Black History Month.

It is an opportunity for us to learn, reflect, and appreciate the profound impact that Black individuals have made and continue to make. By acknowledging the historical context and progress made, we can move forward with fostering a workplace that values and respects the unique perspectives each team member brings.

In February, our offices, actively participated in events and initiatives that offered a chance to engage, learn, and strengthen our sense of community. This included paying homage to the exceptional contributions of Black individuals with educational presentations and guest speakers.

At CVD and Pullman, we had the privilege of hearing from Antony Glasgow, Division Manager, MTO/Municipal, as he spoke to us about his experience at Black & McDonald.

"Black & McDonald provided me with a rare opportunity, and from day one, it felt like more than just a workplace—it felt like family. I've always felt welcomed and embraced for who I am, allowing me to thrive and contribute to the best of my abilities. It is my fervent belief that by challenging the status quo and dispelling negative stereotypes, we can pave the way for a brighter, more inclusive future."

Thank you for joining us in recognizing and celebrating Black History Month.

Black & McDonald Continues Focus on Leadership Development

The 2024 Black & McDonald Leadership Conference was an exciting event where the organization's leaders came together to build relationships, celebrate achievements, share information, learn from each other, and have fun. With a focus on cross-regional networking and collaboration, opportunities for professional development and strategic business solution workshops, the Leadership Conference is a great reminder of our ambitious goals and what makes Black & McDonald unique: "one company, endless opportunities."

The People Resources Leadership team had an opportunity to outline people strategies for Black & McDonald in 2024, and beyond.

Key strategic imperatives include:

- A continued investment in the Employee Experience—from how we attract new candidates to how we communicate every day with respect, and set each other up for success;
- Supporting career and individual development, with a particular focus on soft skill development and furthering on-the-job experiences, with new self-serve tools and resources.

We're constantly growing, and we depend on our leadership team to help to get us there. We strive to provide all our people with endless opportunities to learn, grow and leave their mark on an exciting industry.

Corporate People Resources

B&M's 2024 Employee Engagement Survey

B&M's annual Employee Engagement Survey provides valuable insights to help us understand the connection our employees have with their work, team, and organization.

The survey provides all employees with a confidential format to freely voice their opinions and provide B&M with candid feedback. To ensure confidentiality, we have partnered with consulting firm McLean & Company to maintain control of the survey data.

Employees can feel confident knowing Black & McDonald is only provided with aggregate survey results and does not have access to any individual answers, or to raw survey data.

This year's Employee Engagement Survey was conducted from April 4 to April 25.

Thank you for your feedback. Your answers will directly impact organizational priorities and help make Black & McDonald an even better place to work!



Growing with Infinity Generation Services

As they continue to expand, Black & McDonald is proud to be an affiliate of Infinity Generation Services Inc. (IGS), a certified Indigenous and Woman-Owned company that services electrical generation facilities across Ontario.

On January 4, 2024, IGS onboarded the first of three groups for the D2421 outage at Darlington Nuclear Generating Station.

In collaboration with OPG's Indigenous Opportunities Network (ION) and the Canadian Union of Skilled Workers (CUSW), IGS added valuable new members to their team.

A cornerstone of IGS's Indigenous Engagement strategy involves collaborating with local Indigenous communities to create job opportunities, a commitment solidified through a signed letter with CUSW.

B&M is excited about the continued support of OPG's ION as they help develop skilled candidates for IGS's team. A warm welcome to the newest additions on the IGS team!



A Solid Foundation: B&M's Longstanding Partnership with the Air Canada Data Centre in Winnipeg

For more than 20 years, Black & McDonald has been the facilities manager at the mission-critical Air Canada Data Centre in Winnipeg, Manitoba.

In 2003 B&M secured the facility management and operations contract for the centre through public tender.

This encompasses a combination of hard and soft services including electrical, mechanical, self-performed maintenance and repair work, elevators, fire and life safety systems, and soft services such as janitorial, subcontracted work, landscaping, and snow removal.

The Air Canada Data Centre is an IT data centre where flight reservations, departure information, and other internal network systems are stored. Operating 24 hours a day, 7 days a week, it is a Tier 3 Data Centre with redundant infrastructure.

Due to the criticality of the facility, B&M has several procedures in place to ensure uninterrupted service. Each system is concurrently maintainable so that maintenance or service can be conducted on any component without interrupting operations. There are multiple paths in place for power and cooling systems to allow the staff to work on the setup without taking it offline.

As well, B&M's understanding of Air Canada's essential business priorities is an important part of our longstanding partnership. At the centre, B&M has four full-time permanent building operators who work shift rotation for 24/7, 365 coverage. There is also a full-time, site-dedicated electrician, supervisor, and contract manager.



Over the years, B&M has strived to improve the facility under our tenure. We have completed several capital projects for Air Canada, including:

- Cooling tower replacement, 2012 – 6-month duration, \$1M value
- UPS and battery systems, 2010 to 2013 – 4 phases, \$4.2M value
- Gas turbine generator replacement w/ 16-cylinder diesel generators (qty 2), 2014 – 6-month duration, \$2.8M value
- Air Canada tenant space monitoring & evaluation and office fit-up, 9th floor, 2014 – 12-month duration, \$2.5M value
- Hydronic hot water heating boilers (qty 2), 2023 – 4-month duration, \$1M value

Black & McDonald has implemented many energy-saving initiatives at the facility. This includes the Building Automation System (BAS) upgrade to control chiller operation, LED lighting upgrades, and the installation of VFDs on motors to control pump and fan speeds.

B&M also supports Air Canada's prospective tenants with leasing agreements. This includes conducting tours of the facility and the white space while showcasing the criticality of the centre.

Robert Thain, Division Manager, Manitoba Construction, has been involved with the Air Canada building from the contract's onset in 2003.

"There's been a trust that we've earned from the Air Canada group over the years. Knowing the facility and knowing how to integrate the project and deliver it safely has been key to our success."

The contract was resecured three times through invite tender in 2012, 2016, and 2019. Under B&M's tenure and through consistent delivery of high-quality service, the Air Canada Data Centre has experienced zero power outages in our more than 20 years of service.

The partnership with Air Canada has also led B&M to other contracts including the Air Canada Operations Centre in Brampton, Ontario, a two-story Tier II facility, and several dozen other facilities across the country.

Black & McDonald continues to prioritize Air Canada's business goals while delivering work that is on time, on budget, and safe in a mission-critical environment.

Measuring Safety Performance: Supporting TRIR with Additional Metrics

For the past 50 years, total recordable injury or incident rate (TRIR) has been the gold standard for measuring safety performance. It has provided a baseline for industries, sectors, and regions to compare against and set goals to. As we continue to evolve, it has become evident that the safety performance and culture of any organization is far too complex to be reduced down into a simple formula—and we must respect and appropriately respond to that complexity to continue to grow.

In November 2020, the Construction Research Alliance (CSRA) released a report about TRIR tracking that revealed four key takeaways from a statistical analysis of 17 years of data and 3.2 trillion work hours:

1. There is no discernible association between TRIR and fatalities.
2. The occurrence of recordable injuries is almost entirely random.
3. TRIR is not precise and should not be communicated to multiple decimal points of precision.
4. In nearly every practical circumstance, it is statistically invalid to use the TRIR to compare to companies, business units, projects, or teams.

The TRIR number lacks context and does not provide information about the severity of the incidents. For example, an incident which resulted in stitches to a finger is counted the same way as a fatality. And a high-potential near miss is not included in the TRIR metric at all.

Another obstacle with relying on the TRIR as a stand-alone metric is that the application of work hours included in the calculation could skew the overall picture of safety. For example, an organization with relatively low hours could see their TRIR surge with a singular random incident that perhaps only required stitches. Similarly, an organization with a high volume of recordable incidents can expect to see their TRIR balance out if enough work hours are executed. These factors make the TRIR an unstable—and therefore unreliable—statistic.

And finally, the simple fact is that TRIR is a lagging indicator, and while lagging indicators aren't necessarily going anywhere anytime soon, they only provide "past tense" information. It is now recognized that both lagging and leading indicators should be considered when analyzing the safety culture of an organization.

To truly make the TRIR a meaningful statistic, it must co-exist with leading metrics such as:

- Good Catch reports
- Near Miss reports
- Audits
- Inspections and Observations

As we evolve at Black & McDonald, access to technology (eCompliance) has increased our visibility into these leading metrics and data inputs. This provides a more robust picture of our true safety performance and culture. It gives us insight into what we are doing, proactively, to prevent incidents before they occur and allows us to identify patterns and insights to help us make better decisions and focus our initiatives.

The future state of Black & McDonald HSE will look to the use of other metrics to support the TRIR. This includes Serious Injury and Fatality (SIF) rates used to close the loop on previously mentioned severity blind spots in traditional TRIRs. And the comparison of SIF to TRIR will provide a better indication of the severity of both recordable and non-recordable incidents.

While the TRIR metric will continue to be heavily leveraged in the industry, it's important to remember that no stand-alone metric can measure the complexity that is an organization's safety culture and performance.

Health, Safety and Environment



Leadership Conference 2024



At Black & McDonald, leadership is not just a position; it is a journey of growth, resilience, and empowerment. The 2024 Leadership Conference celebrated the essence of leadership and honoured those who inspire, motivate, and guide us towards greatness.

Through engaging presentations and interactive discussions, B&M leaders shared the organization's core values, strategic goals, and future initiatives. The sessions served not only to align the attendees with the company's vision but also to ignite a sense of shared purpose and commitment. Discussions revolved around fostering a culture of continuous learning, providing opportunities for skill enhancement, and empowering employees to reach their full potential.



Amidst the professional development discussions, the conference dedicated a crucial session to mental health awareness, led by former Canadian professional ice hockey player, Corey Hirsch. A Stanley Cup champion and an Olympic medallist by the age of 22, Hirsch shared personal experiences and his advocacy for mental well-being with empathy and candor.

Hirsch shared how OCD hit him hardest while he was in his prime playing professional hockey. Choosing to be vocal about his health led to his diagnosis and treatment. Since then, he's become a leading advocate for mental health in the NHL world.

"Reaching out for help may be hard, but it's the most important thing to do when facing mental health issues," said the former Canucks goalie.

The afternoon session transitioned into an exhilarating Team Building Activity to build a golf course using items that would later be donated to a charity

The premise of the event was as ingenious as it was altruistic: teams were tasked with constructing miniature golf courses using a variety of materials, ranging from cans, cardboard and recycled materials to colourful paints and juice boxes.





As participants embarked on this creative endeavour, they found themselves not only engaged in a fun and interactive activity but also deeply invested in the underlying purpose. Teams brainstormed innovative designs, collaborated on construction techniques, and exercised creative problem-solving skills.

The next day was purpose driven with CSG Spotlights shining a light on standout projects and success stories. Attendees were transported into the heart of each project, gaining valuable insights into the challenges faced, the strategies employed, and the outcomes achieved.

The Project Profiles session then kicked off with a series of engaging presentations, each spotlighting a different project and its significance in advancing B&M's growth.

Through the afternoon, the Operational Breakouts kicked off lively discussions, inviting sharing of insights, identifying solutions, and aligning on action plans to drive operational excellence within their areas of responsibility.

As the conference drew to a close, focus turned towards a topic close to the heart: community engagement and corporate social responsibility.

The presentation showcased the various community initiatives and charitable endeavors supported by Black & McDonald. From volunteering efforts and fundraising campaigns to corporate sponsorships and partnerships, attendees were inspired by the breadth and depth of the organization's commitment to social good.

Attendees then dined together while reminiscing about the conference's experiences, shared successes, and toasted to future endeavors, inspired to embark on their leadership journeys with renewed passion and purpose.

The Leadership Conference serves as a reminder of the profound impact that visionary leadership can have on individuals, communities, and the world at large. It is a testament to the power of collaboration, and determination in driving positive change and achieving collective goals.

At Black & McDonald, we carry forward the spirit of leadership in all that we do, leaving a lasting legacy of excellence for generations to come.

Leadership Conference 2024



B&M's National Sales Conference Celebrates Excellence

From February 6th to 8th, over 90 Black & McDonald employees nationwide convened at the William Gray Hotel in Old Montreal for a collaborative gathering. Themed “Gearing Up for Desired Outcomes,” the BMSC’24 conference underscored B&M’s commitment to empowering its workforce with all the tools needed for success.

The opening dinner was hosted by Phil Taggart and Bruce McDonald who presented the PAUL RONCO Award of Excellence to Marc Pedneault for his outstanding achievement in Project Sales and to Shane Warrick for his outstanding achievement in Maintenance Agreement Sales. Congratulations to both of you!



The following days were marked by insightful learning sessions. Wednesday and Thursday’s sessions, led by Paul O’Connor, Senior Director of Facility Service Sales, and by Brandon Smetanka, President of SECORps, focused on enhancing consultative selling skills, boosting sustained sales revenue, and offering a fresh perspective on client business decisions. Jay Noszenko and Moshe Bitton provided a comprehensive Facilities Service Leadership update on sales enablement.



Kelly Christensen (Energy & Sustainability Services) updated attendees on ESS’s recent endeavors and future direction, while Aaron Hicken shared insights on Controls, IoT, and Smart Technology.

The success stories of Travis Wasserman, Colin Burns, Jay Noszenko, Wayne Coombs and Shane Warrick added further depth to the learning experience.

The conference concluded with Paul O’Connor presenting the Sales Awards for 2023, recognizing the outstanding contributions of the team. Congratulations to Chris Eldridge, David Sacre and Travis Wasserman for securing the Top Sales awards. Kudos also to Alex Weir, Cory Snider, Arkadiusz Wrobel and Travis Riley, who won the Top Project Sales awards.

To foster teamwork, participants engaged in The Ultimate Bike Build Team Building Program for Charity, assembling children’s bikes in a collaborative effort. The heartwarming endeavour resulted in 11 bikes being presented to deserving children from a local elementary school, creating an unforgettable experience for all.

This conference served as a testament to our employees’ dedication, setting the stage for another exceptional year. Looking ahead to 2024, preparations are already in motion for the 29th Annual Sales Conference at Niagara on the Lake. Looking forward to seeing everyone there!



B&M's Pivotal Role in the REM: Montreal's New Automated Rapid Transit System

The Réseau express métropolitain (REM) marks a pivotal leap forward in the evolution of public transportation, reimagining travel for hundreds of thousands of Quebecers every day. This groundbreaking electric train network, the first in the province, extends over 67 km and includes 26 strategically positioned stations. Its comprehensive coverage connects suburban communities, the bustling city centre, and the Montreal-Trudeau International Airport in a seamless transit loop. This ambitious endeavour highlights Quebec's dedication to sustainable growth while establishing a new standard for transportation infrastructure projects.

Central to the project's realization is Black & McDonald's Quebec division, Pierre Brossard (1981) Ltée. Tasked with the monumental effort of electrifying the REM, the team has spent the better half of a decade navigating the intricate challenges inherent in single-rail transit systems. Their relentless pursuit of solutions and innovations has been instrumental in integrating a fleet of autonomous trains equipped with advanced surveillance technology, state-of-the-art cameras, sensors, and fully automated control systems.

Laying the Groundwork

The REM's journey began in 2018 on Montreal's South Shore, initiating an ambitious mission to enhance city-wide connectivity. During this early phase, B&M joined forces with community groups, Hydro-Québec, and Alstom. Together, they embarked on a mission to lay the groundwork for the electric infrastructure, ensuring it would serve as a safe and reliable foundation for the entire system.



In a testament to the project's forward-thinking approach, B&M was involved in the preparatory work for the structure's foundation to ensure the REM's longevity. Before construction teams poured the concrete, electricians meticulously installed ground wires within the structure. This crucial step aims to preserve the system, with the objective of making it last for a century or more.

As the project progressed, a team of 80 linesmen and 100 electricians came together to construct an extensive catenary network. This phase involved the installation of advanced camera detectors, radars, and sophisticated automated systems, with each element demanding specialized expertise and meticulous coordination.

Today's Interns are Tomorrow's Future Talent at Black & McDonald

Well, it's that time of year where Black & McDonald begins to open its doors to post-secondary students from across North America to participate in our Internship Program. While the program provides on-the-job experience to students, it also serves as a strategic initiative to attract and develop B&M's future workforce. With close to 50 interns, new and returning, for this summer term, the program is designed to provide an enriched and impactful work experience for the best and brightest students pursuing a career in their related discipline. Over the duration of four months, interns will be engaged in a challenging mix of on-the-job training, online learning,

and experiential learning, with a focus on bridging the gap between school and work. Through experience, relationships and learning, interns are supported by a network of peers, managers, and an assigned mentor to guide, direct and enrich their overall learning experience. An exceptional, well-structured internship experience not only strengthens our talent pipeline but also builds our reputation as an employer of choice. The bottom line is that today's interns are tomorrow's future talent at Black & McDonald.

Training & Development

B&M's Pivotal Role in the REM: Montreal's New Automated Rapid Transit System

Uncharted Challenges

Being the first project of its kind in Quebec, the journey toward completing the REM is marked by unprecedented challenges. The project leverages extensive resources, including 14 rail trucks—each vital for navigating the unique environment. In addition, the complexity of the project necessitated workforce training, with 25 linesmen being sent to France to learn about catenary systems.

A notable example of the project's magnitude is the single cable stretching from Brossard to Gare Centrale, covering a distance of 25 km. Additionally, the task of installing sensors every 5 meters along the 67 km track exemplifies the project's scale and the meticulous attention to detail required.

However, the project's most formidable challenge lies in its single-track aerial construction. The limited space within this framework creates a complex logistical puzzle, necessitating hyper-precise scheduling to manage the shared workspace effectively, preventing bottlenecks and operational delays.

Complicating matters further are the environmental conditions and topographical constraints, such as those on the Champlain Bridge. Here, the team faced added complexity of working over water, eliminating the possibility of utilizing the space below for equipment and necessities. This situation called for creative logistical strategies, including the on-track installation of trailers and washrooms.

Engineering Milestones

Amid these challenges, a significant achievement was the completion of intricate catenary work, leading to an intensive six-month testing phase in 2021. It was a crucial milestone for ensuring the infrastructure's operational integrity, serving as a precursor to yet another formidable endeavour—the construction of two major tunnels that signify a transformative shift in Montreal's urban fabric.

These tunnels, one burrowing through Mount Royal and another extending towards Montréal-Trudeau International Airport, represent immense feats of engineering. Stretching approximately 10 km and 12 km respectively, they challenge the B&M team to tackle the technical complexities and logistical hurdles, including Quebec's unpredictable climate.

The Power of People

Throughout every step of the endeavour, a culture of



collaboration and innovation remains paramount and underscores the vital role of interpersonal bonds. Fundamentally, the REM is a project powered by its people.

At the helm of this ambitious undertaking are Véronique Torre, serving as the Project Director, and Jeremy Cyr Beaudin, the Operations Director, whose leadership and vision steer the ship. Guiding the operations and strategic execution are Project Managers Guillaume Côté, Alexi Perreault, and Rachid Regagui, each bringing a unique set of skills and insights to navigate the project's complexities.

This dynamic team, bolstered by five superintendents and 25 foremen, leads a vast workforce. Their collaboration, skill, and determination embody the logistical excellence that underpins the day-to-day operations and overall progress of the REM project. Together, they navigate the intricacies of single-track construction, transforming logistical challenges into triumphs of engineering and teamwork.

Toward a Sustainable Future

As the Réseau express métropolitain project moves towards its 2025 finish line, its focus on sustainability and efficiency shines through. This project aims to do more than connect people and places; it's a blueprint for the future of urban infrastructure, melding the needs of a growing population with the imperative of environmental stewardship. The undertaking represents a new direction in how public projects are approached in Canada, potentially influencing similar efforts worldwide.

In navigating unforeseen challenges—from the intricacies of single-track aerial construction to the technical challenges of the Champlain Bridge—B&M's role has been instrumental. Its ability to adapt and innovate under pressure shows us how the path to a sustainable future is built on the foundation of resilient, visionary engineering.

ORDER BOOK

ALBERTA

CBE

Senator Patrick Burns
Mechanical/Electrical Upgrade

TC Energy

Airdrie Maintenance Facility
Ventilation Upgrade

AHS

Red Deer Regional Hospital
Backflow Preventor Upgrade

CBE

Elboya School
Boiler Replacements

ATLANTIC

Pumphouse Brewery

Chiller Replacement

City of St. John's

Shared Use Path

Université de Moncton

Electrical Circuits & Power Points

Irving Oil

HHT Pigging Project

Glencore Canada

Piping Re-insulation & Jacketing

FedEx Express

HVAC PM

NSTIR

Highway 104 Lighting Upgrade

Ikea

Entrance Renovation, Electrical

Ameresco

Slemon Park PE
BESS Commissioning

Saint Mary's University

Gas Monitor & Electrical

Irving Shipbuilding

Vertical Duct Bank

City of St. John's

Riverhead WWTP Heat Recovery

Casino New Brunswick

Main Controllers & Software Upgrades

IMP Group

Boiler PM Addition

Moncton International Airport

Taxiway Signage

Defence Construction Canada

Hangar Mechanical Assessments

Marathon Gold

Valentine Lake Mine HVAC PM

Loblaw In.

Overhaul 160 VLD Compressor

NB Power

Point Lepreau Terminate and Test Fiber

City of Moncton

HVAC PM

Agriculture Canada

Condensing Boiler Replacement

Highliner Foods

MCC Maintenance

Enbridge Gas

Boiler Repair

Via Rail

Platform Lighting Upgrades

SERVICE & FMO DIVISION

Toyota

Rapid door replacement

SAAQ Dorval

Rooftop 10T

Centre Dentaire Repentigny

Rooftop 10T

Long & McQuade

Rooftop 15T

Air Canada

VP office remodeling

PIERRE BROSSARD LTÉE

Pomerleau

Rehabilitation/Optimization of the
Pie-IX Railway Bridge (MPA)

Ville de Laval

Dynamic parking sector #2 and #3

Demix Construction

(Montréal-Trudeau Intl. Airport
Rehabilitation of Runway 06R-24L

PGR

Pickering Nuclear Generating Station

Pickering Waste Management
Facility HVAC Upgrades

Standby Boiler Project (EPC)

P2451 Maintenance Outage

Darlington Nuclear Generating Station

Bill Gearing Guardhouse (BGG)
Commercial Upgrade Project

Darlington Refurbishment

Unit 4 Valves Project

D2421 Maintenance Outage

Cameco

Building 5 HVAC and Drum Processing
Equipment Project
2024 Maintenance Service Project

SOUTHWESTERN ONTARIO

The Zone Training (Waterloo)

Chiller Replacement

Norfolk County - Port Dover Arena

Condenser Replacement

Town of Kingsville - Kingsville Arena

Compressor and Condenser
Replacement

Town of Strong (SSJ Arena)

Chiller Replacement

South River-Machar Arena

Chiller Replacement

South River-Machar

Dehumidifier Replacement

Mohawk 4 Ice Centre

Chiller and Brine Pump Replacement

Mun. of South Huron - Stephen Arena

Condenser Replacement

Town of Orillia - Rotary Gardens

Refrigeration Plant

City of Brampton - Terry Miller Arena

Refrigeration Plant

Agriculture Canada - Jordan Station

HVAC Upgrades

Grimsby Ford

Dealership Electric Vehicle Chargers

Halton District School Board

Heritage Glen PS

Cooling Tower Replacement

Unifor Port Elgin

Boiler Replacement Project

Cortiva Chatham and Ridgetown

Warehouse HVAC Upgrades

Walpole Island Community Centre

New Makeup Air

Superior Metals

Boiler Replacement Project

BJ Take

New design-build make-up air

AIC

Boiler replacement

Compass Health

Mechanical upgrades

Treehouse Brantford

Line 6 Exhaust fans

Mohawk College

Heater replacements

NEW EMPLOYEES

ALBERTA

Serhiy Khomyak, Heavy Equipment
Operator

Gerry Buttle, Heavy Equipment
Operator

Caleb Clay, Apprentice HVAC
Technician

Barry Delparte, HVAC Service
Operations Supervisor

David Bedeau, Senior Estimator

Eugeniu Vieru, Heavy Equipment
Operator

Lisa Jarabek, Administrator for
Western Utility Region

Tracy Avery, Recruitment &
Onboarding Specialist

Lauren Newton, Business Analyst

Riley Shea, Apprentice Plumber

Thomas Haywood, HVAC Technician

Morgan Kern, Apprentice HVAC
Technician

Daniel Biagioni, Apprentice
HVAC Technician

Andrew Lord, Journeyman Sheet
Metal Worker

NEW EMPLOYEES

Brandon Chute, Labourer

Max Mah, Electrical Technician

Bradley Macleod, Labourer

Mackenzie Behm, Equipment Operator

Andrew Bartlett, Foreman Boilermaker

Todd Annett, Traffic Signal Technician

Owen Hicks, Traffic Signal Technician

Kyle Wickstrom, Traffic Signal
Technician

Ruslan Pazynych, Equipment Operator

QUEBEC

Petru Sorin Cucu, Site Material
Controller

Alicia Mahleb Romero, Administrative
Assistant

Martin Hamel, Contract Administrator

PIERRE BROSSARD LTÉE

Marc-Olivier Derome,
Project Coordinator

CVD

Amita Nagir, Accounts Payable
Solutions Team Lead

Pooja Sharma, Business Development
Communications Coordinator

Ashwinder Ghuldu, Security Supervisor

Asritha Swaminadhan, Administrative

Assistant, Marketing & Communications
Tetiana Lebedieva, Contract

Administrator

Michael Montgomery, Facility Manager

Erik Rasmussen, Director

Aidan McLellan, Business

Development Representative

Bhumin Patel, Shift Operating

Engineer (Roving)

Aaron Boreland, HVAC/R Service
Technician

Kostantinos Danny Tegopoulos,

HVAC/R Service Technician

Stefan Panic, Jr. HVAC Maintenance

Patrick Graciano, Lead Hand

Nicklory Adras, Security Guard

Steven Mitsilios, Jr. HVAC Maintenance

Kunwardeep Singh, Contact Centre
Representative

Jimmy Montreuil, Contact Centre
Representative

Chris Lantz, Director, Fleet

Daniel Bonilla, Project Manager

Xi Sherry Zheng, Account Payable
Specialist

Niloy Manna, Business Development &
Market Research Coordinator

Russell D'Paiva, Senior Manager
IS (CISO)

Natasha Paolini, Proposal Manager

Lara Ann Howard, Service Dispatch
Coordinator

Long Liao, Building Operator

David Alexander Choy, Security Guard

Molly Bahadur, Project Manager

SOUTHERN ONTARIO

Adrian Siatkowski, Health & Safety Advisor
Akash Trivedi, Project Coordinator
Alejandra Urso, Project Manager
Alireza Ghamari, Senior Estimator
Amanda Vala, Job Cost Analyst
Aquif Toor, Accounts Receivable Administrator
Behrad Dehghan, Project Manager
Bishnu Sharma, COOP Student
Bradley Reed, Estimator
Brendan McCracken, Human Resources Manager
Chong Zhou, S&C Lead Testman
Chun Yiu Li, COOP Student
Daniel Popik, Project Coordinator
David Miniaci, Legal Counsel
Diego Grado, Senior Advisor
Erica Seberras, Subcontract Coordinator
Erwin Garcia, Warehouse Worker
Esha Bhat, Billing Coordinator
Fariba Farzaneh, Estimator
Farshad Valaei, Schedule Coordinator
Ferdinand Reyes, VDC Specialist
Habiba Zaghloul, Junior Project Analyst
Helly Patel, Project Coordinator
Houman Madani, Project Coordinator
Ian Homan, Project Coordinator
James Shariff, Project Manager
Jeffrey Pinera, Garage Helper
Jessalyn Rafalovich, Talent Acquisition Specialist
John Decuzzi, Project Coordinator
Jose John, Project Coordinator
Joshua Reda, Yard Worker
Justine Sutor, QC Administrator
Katherine Dresser, Daily LEM Coordinator
Kevin Au, Jr., Schedule Coordinator
Mahboubah Salehi, Billing Lead
Mahnaaz Ali, Billing Assistant
Malek Alsalti, Project Coordinator
Mariam Ahmed, Project Coordinator
Marlon McKinnon, Jr., Project Coordinator
Mary Land, Purchasing Assistant
Md Marufur Rahman, Daily Coordinator
Michael Haddad, Jr., Project Coordinator
Mirza Baig, Legal Counsel
Mohammad Abouzar Shahhosseini, Project Coordinator
Naiheng Li, Junior Technician
Noor Ahmed Majid Khaja, Accounts Specialist
Prajwal Gowda, Junior Technician
Savannah Williams, Proposal Coordinator
Seokhyun Yun, Distribution System Designer/Drafter
Sepideh Zehtabi, Administrative Assistant
Shawn Adams, Project Coordinator
Shora Dorkeshideh, Project Coordinator

Stacey Coccimiglio, Payroll Assistant
Stephen DiGiovanni, Estimator
Vish Prajapati, Project Manager
Vishal Sagar, Warehouse Coordinator
Weian Liang, Estimator
Yawen Tan, Job Cost Analyst

NEUS

Gabriel Sanchez, Construction Manager
Jean Shoff, Project Coordinator
Joao Domingos, Project Manager
Laytacher Johnson, Site HSE Advisor

BRITISH COLUMBIA

Chris Devos, Project Manager
Emily Jackson, Service Administrator
Carmela Akiatan, Office Administrator
Arthur Perna, Senior Project Manager
Michael Maxwell, Building Operator
Branden Dawydiuk, Zone Mechanic
Ron Landry, Building Operator
Aaron Pinto, SRO Supervisor

SOUTHWESTERN ONTARIO

David Gilbert, Plumber
Andrew Hodge, Electrician
Ryan Kin, HVAC Maintenance Mechanic
Martin Travnicek, Electrician
Kurt Walmsley, Electrician
Logan Wilson, Electrician
Monika Lalewicz, Dispatch Administrator
Kelsey Macpherson, Business Development Rep.
Tyler Rouse, Facility Manager

NORTHERN ONTARIO

Cassidy Jackson, Service Coordinator
Murray Cumming, HSE Advisor
Zane Bougie, Administrative Assistant
Garrett Jackson, Cost Analyst
Rhonda Lauton, Accounts Receivable, Coordinator
Ju Chen, Technician
Quoc Phong Luong, Cost Analyst
Brittney Wadham, Cost Analyst
Michael Saunders, Coordinator
Michael Dolan, Project Manager
Pamela Flatt, HSE Coordinator
Ryan Hunt, Project Manager
Aiden Haddad, Project Coordinator

PGR

Kazeem Balogun, Project Controls Cost & Schedule Analyst
Mike Ismail, Engineering Director
Tracy Nicholls, Outage Coordinator
Shane States, HSE Advisor
Mikayla Rapkoski, Site Administrator
Brianna Martin, Work Group Coordinator
Amy Hughs, Training Administrator
Kevin Milton, Project Manager
Bogdan Pletosu, Jr., QA Specialist
Fidel Smith, Dedicated Work Group Coordinator

Geoff Graham, Outage Coordinator
Angela Nolte, Training Administrator
Muhammad Qureshi, Procurement Engineer
Jimmy Pembe, Project Coordinator
Triptinder Saini, Modification Team Lead
Philip Jendruch, Project Coordinator
Hannah Thistle, HR Coordinator
Joe Jackson, Outage Coordinator
Kerrington Steed, Shipper Receiver
Jasmeet Singh, Modification Team Lead

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Zachary Speake, Project Manager
Grace Mundt, Payroll Specialist
Jerry Borland, Engineer
Kyle Bender, Project Manager
Paula Meisner, Claims Admin.
Ashley Smith, Dispatch
Riley Nevins, GIS Technician
Logan Farmer, Engineering Technician
Elijah Alfred, GIS Specialist
Kelsie Eslick, Administrator
Shah Rukh, Engineer
Brandon Lee, Material Handler
Geneiva Radomski, Project Coordinator

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Caitlyn Traxler, Service Administrator, NB Service
Jay Li, Project Coordinator, NS Commercial
Marlene Reid, Accounts Receivable, NS Accounting
Erin Buelow, Project Administrator, NS Commercial
Ruthanne Munroe, Receptionist, NS Administration
Ryan Christie, Commercial Coordinator, NB Commercial Electrical
Rachel MacDonald, FMO Administrator, Atl FMO
Hailey Bogdan, Service Administrator, NS Service

SASKATOON

Neha Deshpande, Project Coordinator
Marina Sheard, Service Agreement Administrator
Debra Lynn Kulcsar, Receptionist

MANITOBA

David Moore, Project Sales Representative
Jose Brinces Jr., Mechanical Estimator

MOVERS & SHAKERS

ALBERTA

Andre Fequet, from Director of Operations, WUR to Director of Operations, Western Utilities and Alberta Region

Jennifer Lohner, from Project Coordinator to Project Manager

Laurie Butt, from Fleet Coordinator to Fleet Manager, Western Utilities and Alberta Region

ATLANTIC

Mike Trefry, from General Manager New Brunswick to Regional General Manager, Maritimes

Chris Bragg, from General Manager Newfoundland to Regional General Manager, Newfoundland & Labrador and Quebec

Mark Searle, from Field Supervisor to Department Manager, NB Service

CVD

Taylor Donaldson, from HSE Coordinator to Health and Safety Advisor

Gulshan Saini, from Business System Analyst to IT Application and Integration Lead

Mitesh Hamirbhai Solanki, from Project Coordinator to Project Manager

SOUTHERN ONTARIO

Anto George, from Traffic Lighting Senior Project Coordinator to Project Manager

Arios Yu, from Streetlight Project Coordinator to Procurement Coordinator

Cathy Rodgers, from Substations Lead Coordinator to Project Manager

Crystal Evangelista, from HSE Intern to HSE Advisor

David Maniaci, from Director, Estimating and Pursuits to Electrical Construction Project Director

Hannah Babusci, from Electrical Construction Project Coordinator to Job Cost Analyst

Jacob Paul, from Mechanical Construction Project Coordinator to Junior Project Manager

Joseph Warr, from MTO Project Coordinator to Junior Project Manager

Luis Checo Jaquez, from Streetlight Project Coordinator to Line/TTC Project Coordinator

Mera Bouorm, from Estimating Coordinator to Purchasing Coordinator

Michael Clark, from MTO Superintendent to Project Manager

Mo Latifpoor, from Sheet Metal Project Manager to Operations Manager

BRITISH COLUMBIA

Mark Thomsen, from Project Manager to Construction Manager

B.C. UTILITIES

Iman Namini, from Sr. Project Manager to Operations Manager

Leah Lehr, from Project Coordinator to Project Manager

PGR

Giselle Estevez, from HRIS Clerk to HR Administrator

Kerry Jackson, from HRIS Analyst to HR Coordinator

Abby Florent, from Administrative Coordinator to Training Coordinator

Alyssa Perzylo, from Site Administrator to Accounting Administrator

Colin Kennedy, from Foreman to Outage Coordinator

Luke Wood, from General Foreman to Superintendent

Danielle Jarvis, from Jr. QA Specialist to Quality Assurance Specialist

U.S. REGION

Marshall Clegg, from Project Coordinator to Project Manager

Sean Pontius, from Project Coordinator to Project Manager

Lynne Shipman, from Accountant to Accounting Manager

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