



B&M Powers Sustainable, Climate-Resilient Infrastructure in Carleton Place

Located in Eastern Ontario, the Carleton Place Wastewater and Water Treatment Plant Expansion is more than a municipal upgrade—it's a strategic investment in sustainability, climate resilience, and long-term regional prosperity. As one of the fastest-growing communities in Lanark County, Carleton Place has seen a surge in population in recent years, driven by its appeal as a commuter town for Ottawa and its unique blend of heritage charm, new residential developments, and thriving small businesses.

The surrounding landscape is equally dynamic, with riverfront, wetlands, forests, and agricultural land. This rich natural environment underscores the importance of responsible infrastructure development, especially for water and wastewater systems that directly impact ecological health and community well-being.

CONTINUED ON PAGE 2

A Partnership with Purpose: B&M's Role in the BC Children's Hospital Redevelopment

Black & McDonald is proud to be a cornerstone contributor to one of British Columbia's most transformative health care infrastructure initiatives: the BC Children's and Women's Hospital Redevelopment. Led by the Provincial Health Services Authority (PHSA), this multi-phase project began in 2014 with the vision to create a state-of-the-art facility anchored by the new Teck Acute Care Centre (TACC).

Since 2017, Black & McDonald has delivered comprehensive Facilities Management services, ensuring the hospital's intricate systems run reliably to support exceptional patient care. As a key member of the AFFINITY P3 consortium—alongside ZGF, HDR-CEI Architects, Balfour Beatty, and Ledcor—B&M played a foundational role in shaping the facility's infrastructure, laying the mechanical and electrical groundwork for a resilient, future-ready healthcare facility.

CONTINUED ON PAGE 3



IN THIS ISSUE



B&M Supports DND in Delivering Low-Carbon Heating Solutions for Federal Infrastructure
Page 6



Team B&M Shines at Road Hockey to Conquer Cancer
Page 7

B&M Powers Sustainable, Climate-Resilient Infrastructure in Carleton Place

CONTINUED FROM PAGE 1

Since August, Black & McDonald's NOR mechanical and electrical divisions have been on the ground in Carleton Place, helping to lay the foundation for next-generation utility infrastructure. Valued at \$146 million in total, with B&M delivering 50 per cent of the work, the project represents the largest water and wastewater infrastructure investment in the town's history. ASCO Construction Ltd., the lead contractor on the project, has subcontracted B&M to deliver the mechanical, electrical, and instrumentation systems that will power the plant's expanded capacity. B&M's work will ramp up as construction of the surrounding facility progresses, drawing on expertise from its mechanical, electrical, utility, and service divisions. Phased completion is expected between late 2027 and early 2029.

According to Sean McNamee, who is overseeing the project alongside Jit Das on the electrical side, the Carleton Place expansion marks an exciting first collaboration with this client—one he hopes will grow into a lasting partnership.

"We're proud to contribute to a project of this significance and hope to build on this relationship in the years ahead," he said. "Our reputation as a trusted partner got us here, and it's our commitment to quality, collaboration, and long-term impact that will carry us forward."



The project exemplifies B&M's ability to integrate seamlessly into large, multidisciplinary teams and deliver high-performance infrastructure that meets the highest standards of efficiency, reliability, and environmental stewardship. It also reflects B&M's deep technical expertise and commitment to building resilient, future-ready systems that support sustainable growth—not just for today, but for generations to come.

"Our work on this project really highlights what we do best—delivering essential infrastructure that helps communities grow in a healthy, sustainable way," McNamee added. "It's a great example of what's possible when you bring together innovation, multi-division teamwork, and a shared commitment to exceptional quality."

As municipalities across Canada face mounting infrastructure challenges, from aging systems to climate adaptation, B&M continues to lead with solutions that balance technical excellence, environmental integrity, and community value. The Carleton Place expansion is a powerful example of how our teams are helping shape a more sustainable future, one project at a time.

2025 Safety Summit: Advancing HSE Excellence Together

The 2025 Black & McDonald Safety Summit brought safety professionals from across the organization together for a dynamic and collaborative event focused on advancing Health, Safety, and Environmental (HSE) excellence.

Attendees participated in interactive workshops, keynote presentations, and valuable discussions on topics such as Total Worker Health, lessons learned from Significant Events, and strategic initiatives shaping our HSE approach.

A key highlight was the emphasis on cross-functional collaboration, with participants sharing real-world experiences and practical solutions that have driven safety improvements across divisions. The summit reinforced Black & McDonald's



commitment to cultivating a strong safety culture and empowering employees at all levels to be safety leaders.

Thank you to everyone who contributed, participated, and made this event a success. Together, we continue to raise the bar for safety excellence.

A Partnership with Purpose: B&M's Role in the BC Children's Hospital Redevelopment

CONTINUED FROM PAGE 1

"If a child anywhere in British Columbia needs a heart transplant or specialized surgery, this is where they come," said Paul Lukkarinen, General Manager. "That's the scale and responsibility we're working with."

The new TACC facility houses 13 state-of-the-art operating rooms dedicated to pediatric care. Through a direct connection to BC Women's Hospital, the campus is equipped to manage high-risk births, with four specialized delivery rooms designed to provide immediate access to neonatal and maternal care teams.

"From surgical suites to emergency response protocols, every system is integrated so that urgent care is never delayed or compromised," Lukkarinen said.

For the duration of the 30-year contract, B&M will continue to deliver a comprehensive suite of services. This includes Plant Services and Help Desk Operations, providing rapid response and seamless coordination across departments; Preventive Maintenance and Lifecycle Planning, designed to extend asset life and enhance system performance; responsive support for tenant requests and facility improvements that adapt to evolving clinical and administrative needs; and Project Management that drives upgrades and expansions with precision, care, and minimal disruption to hospital operations.

"Health and safety is a top priority, with dedicated personnel embedded on site to ensure compliance and continuity, said Lukkarinen. Every month, our help desk fields over 500 phone calls and 200 emails, plus hundreds of automated alerts from the building management system—everything from HVAC temperature fluctuations to system alarms. It's a complex operation, but one we manage with precision and care to keep the hospital running smoothly."

B&M's commitment to operational excellence is especially critical given the hospital's location in a seismic zone. As a designated post-disaster recovery facility, the BC Children's and Women's Hospital campus is engineered to remain fully functional for a minimum of 72 hours following a major earthquake. TACC incorporates several essential systems to support this mandate, including on-site water storage and sewage containment, and emergency generators capable of powering the entire facility for 72 hours.

IT Infrastructure & Facility Maintenance

The hospital's advanced IT infrastructure includes more than 1,100 wireless Vocera badges—hands-free voice communication devices that empower nursing staff to respond to patient calls, coordinate care, and communicate instantly across departments. These tools play a critical role in streamlining workflows and enhancing patient safety. Black & McDonald oversees not only the maintenance of the badges themselves, but also the servers and systems that support their functionality.

Since July, B&M has assumed full responsibility for the facility's maintenance and lifecycle management—from servicing elevators to end-of-life asset replacements—ensuring operational continuity and alignment with the hospital's evolving clinical and infrastructure needs.

Energy management is a core responsibility of the Facilities Management team—and Black & McDonald's commitment to sustainability is embedded throughout the hospital campus. The LEED Gold-certified TACC building features high-performance, energy-efficient systems supported by advanced monitoring and optimization technologies, enabling the team to track and improve energy performance on both a monthly and annual basis. The result: measurable cost savings, enhanced operational resilience, and a facility well-equipped to meet the evolving demands of modern health care.

"Our work at BC Children's Hospital really shows what our FM team is all about—bringing care, expertise, and heart to complex infrastructure," Lukkarinen said. "It's a team effort, built on strong partnerships and a shared commitment to creating spaces that support healing every single day."

Black & McDonald applauds the commitment of every team member who helped bring this transformative project to life, supporting thousands of families across British Columbia and raising the bar for health care delivery.

A special shout-out goes to our incredible onsite team for their dedication and expertise: Brad Bell, Facility Manager; Anthony Ota, Life Cycle Manager; Magnolia Celis and June Van Dun, Administrators; Abdul Mazawi, Chief Engineer; Tyler Gill, LH Carpenter; Robert Turner, Plumber; Masoud Bassirmand and Sean O'Hara, Electricians; Elias Planas, Senior IT Technician; Ricky Kanith, IT Technician; Nabil Khan, Kristopher Flintoff, Zorawar Singh, and Isaiah Odagwe, Building Operators; and Elvan Planas, Intern IT Technician.

Honouring the National Day for Truth and Reconciliation



On the National Day for Truth and Reconciliation, Black & McDonald team members came together for a reflective walk, taking time to honour Indigenous voices and acknowledge the significance of this day.

This initiative served as a moment of learning and reflection, reinforcing our commitment to listening, understanding, and supporting the ongoing journey toward reconciliation.

By participating, we recognize the significance of building respectful relationships and fostering awareness within our communities.

Thank you to everyone who participated and helped make this moment meaningful. Together, we continue to take steps toward awareness, respect, and action.

Welcome to the New B&M E-Store!

We are excited to introduce the new Black & McDonald E-Store, now live and ready for you to explore. This refreshed platform has been designed with employees in mind, offering a wider selection of branded merchandise and an enhanced shopping experience that makes it easier than ever to represent our brand with pride.

From stylish apparel to practical accessories, every item reflects the B&M culture and helps you showcase your connection to the company—whether you're at work, attending events, or enjoying everyday life.

Ready to shop?

Visit bandmestore.com today to browse the exciting lineup of branded clothing and goods.

Important Details:

- Access is limited to employees with a Black & McDonald email address.
- The E-Store is intended for individual orders. For team purchases, please contact coles@cottoncandy.com

Corporate Marketing and Communications

Black & McDonald Powers Safe, Sustainable Senior Living Across Alberta



In Alberta's long-term care sector, Black & McDonald is recognized for delivering more than well-run buildings. The Facilities Management division partners with multiple care operators, combining technical expertise with empathy to create environments where residents live with dignity, comfort, and peace of mind.

As Shane Warrick, Sales Leader for Alberta, explained: "These aren't just facilities where people go to work, and then leave at the end of the day. They're homes, communities, and lifelines for hundreds of seniors and their families. That's why we're always mindful of the residents, especially elderly and dementia patients. Every job is approached as if we're working in our own home, because that's the level of care people deserve."

The division supports a diverse mix of clients across Alberta, each with distinct missions and operational models. From Qualicare, a for-profit provider with four facilities under B&M's care, to not-for-profit organizations like Shepherd's Care and The Good Samaritan Society, with more partnerships on the horizon.

"We're big believers in true partnership," said Scott Giesinger, Division Manager, Northern Alberta. "We don't just work with these organizations—we support them. Whether it's by sponsoring events or donating to help fund new beds, we're in it for the long haul. It's never about making a quick buck and walking away. It's about building lasting relationships and showing up for the people who rely on these facilities every day."

B&M's integrated services for long-term care and senior living facilities include everything from air quality management with advanced filtration tailored to vulnerable populations, to energy audits and green retrofits that lower costs and environmental impact.

Most importantly, the team strives to ensure that essential systems such as HVAC Systems, plumbing, and electrical services remain uninterrupted, safeguarding comfort and continuity for residents who depend on these facilities every hour of every day. When the weather presents extreme temperatures or risky conditions for residents, mandatory walk-throughs, HVAC resilience and contingency plans help ensure that every facility is prepared to respond swiftly.

"Across Alberta, wildfires have become a growing concern, and some of our care homes are located in remote areas or near impacted communities," said Warrick. "Operators have had to plan for worst-case scenarios—asking, 'If a fire approaches your long-term care centre, what is your plan to safely relocate residents? How do you safely move them to the next fire-safe city? Does the receiving care centre need additional site services to help accommodate the relocated residents? Should we implement plans to increase the air filtration media to include carbon air filters to minimize the amount of smoke and fire particulates entering the care facility? Part of what we offer includes covering those critical decisions from end to end."

That same level of foresight applies to day-to-day operations. Beyond emergency planning, Black & McDonald works closely with care providers to optimize building performance and financial sustainability.

"We're always asking: How can we help reduce operating costs, extend the life of mechanical systems, and help our clients generate revenue?" Warrick said. "In long-term care, full occupancy is what drives funding and growth, so our role is to support that goal with reliable, efficient infrastructure that keeps every bed occupied and every resident comfortable."

With a deep commitment to quality of life, the Alberta team continues to set the standard for safe, responsive, and resident-focused facility management. Every system upgrade, every maintenance check, and every energy retrofit is part of a larger promise: to uphold the dignity of seniors and support the operators who care for them.

As the sector evolves to meet growing demand and rising expectations, B&M remains a steadfast partner—innovating with purpose, listening with empathy, and investing in solutions that make long-term care not just sustainable, but humane.

B&M Supports DND in Delivering Low-Carbon Heating Solutions for Federal Infrastructure

A forward-looking energy retrofit project in Kingston, Ontario is setting a new benchmark for how existing buildings can transition to low-carbon heating—without invasive construction or costly overhauls. Led by Project Manager Taylor Attwood and Site Superintendent Chad McMillan, Black & McDonald is collaborating with FVB Energy on this initiative as part of Defence and Development's IDEaS program, which supports the development and deployment of innovative technologies across Canadian Armed Forces sites. Selected pilot projects are framed as “test drives” for scalable, real-world green solutions, and Kingston is proving to be a standout example.

According to Attwood, the challenge at this site was to deliver clean heating to the existing facility using non-invasive methods without disrupting occupants or infrastructure. In 2023, B&M in partnership with FVB Energy designed the winning solution that is now being implemented. Under McMillan's supervision, construction is wrapping up on the new clean energy plant that will replace the legacy, carbon-intensive steam heating system. To ensure seamless execution, B&M's Mechanical division has enlisted the expertise of the electrical, utilities, and service divisions into a single delivery team as the project moves into the demonstration phase extending through two heating seasons (2026–2028), with long-term service to follow.

“It's a full-cycle commitment,” said Attwood. “While it isn't the largest district energy job B&M has taken on—it's currently only one building—it has huge potential for scale, laying the groundwork for broader rollout at CFB Kingston and future federal infrastructure projects.”

The low-carbon heating solution integrates air source and water source heat pumps (ASHPs and WSHPs), thermal storage tanks for load shifting and grid optimization, and condensing hot water boilers to ensure redundancy and fuel flexibility. Solar PV panels installed on the building roof further enhance sustainability. Operationally, the system is engineered to generate heat during low-emission periods and will undergo continuous monitoring and refinement during the demonstration phase.

The project aims to reduce greenhouse gas (GHG) emissions by 90% compared to the baseline, without major retrofits to existing buildings, a critical step since most DND heating systems still rely heavily on fossil fuels. Achieving this without disrupting building interiors or existing infrastructure is what makes Kingston a model for future retrofit delivery.

With its blend of proven technology, strategic partnerships, and a clear path to long-term sustainability, the Kingston retrofit is a glimpse into the future of energy transformation, demonstrating how innovation and collaboration can unlock scalable solutions.

“We're proving how this green technology works, and what's possible when you bring the right partners together,” said Attwood. “Drawing on our deep expertise and the quality work we're known for, I'm certain this project will lead to future opportunities with DND, and the chance to replicate this non-invasive retrofit strategy.”



Team B&M Shines at Road Hockey to Conquer Cancer



Black & McDonald proudly participated in the Road Hockey to Conquer Cancer event, finishing the day undefeated with a perfect 4–0 record! It was an outstanding display of teamwork and determination, led by Team Captain Mike Clark, as our players brought energy and purpose to every game.

This event is recognized as the world's largest road hockey fundraiser, having raised over \$33 million since its inception. The funds support the Princess Margaret Cancer Centre, one of the top five cancer research centres globally, and help advance life-saving cancer research.

We're proud of our team's performance and even prouder of their commitment to making a difference. Please join us in recognizing the players who represented B&M this year:

- Mike Clark (Captain)
- Adam Forster
- Carson Sabo
- Craig Clark
- Dan Ransom
- Jacob McMillan
- Jake Rauch
- Joshua Reda
- Mike Botcher
- Riley Ponte
- Simon Siotor

Thank you to everyone who supported the team and this important cause!



Smart Planning and Innovation Drive Success in Winnipeg Retrofit

The Darling Ingredients retrofit project recently wrapped in Winnipeg—and it's already being hailed as a model for future upgrades across the company's North American facilities. Black & McDonald's electrical division was tasked with replacing the motor control centres (MCCs) at the rendering plant, a high-stakes environment where downtime simply isn't an option.

"They can't stop running," explained Ryan Field, who led the project. "If they do, product spoils, production is lost and they risk losing clients. So, outages were scheduled every Sunday throughout the summer to tackle the retrofit in phases.

Darling Ingredients is a global leader in sustainable solutions, converting animal by-products and food waste into ingredients used in food, feed, fuel, and fertilizer. A new client for Black & McDonald's electrical division, Field said the success of this five-month project has laid the groundwork for a promising long-term relationship.

Instead of constructing new infrastructure—a common approach for MCC upgrades—the client and consultant devised a plan with a phased approach to reuse the existing electrical room. This decision saved the client an estimated \$5 to \$6 million and significantly reduced environmental impact.

"The old gear was packed into a low-ceiling electrical room," Field said. "It was cramped, and full of aging components and cables we had to work with."

Originally, the plan was to program a few sections of MCC at a time during the week just prior to the planned outage and then install.

To streamline the process, the team built a temporary test lab on-site. "We set up the new equipment with temporary power, Ethernet, lighting—everything it needed to function like it should," he said. "That gave the client and the engineers time to fully program and test each of the MCCs before installation." During the programming and testing of each MCC, issues were identified (programming and component failures) and corrected prior to the outage, and resulted in trouble free startups after every outage.

"It saved a lot of stress and potential delays," he said. "It really set the stage for a successful outcome."



Despite the complexity, B&M completed the project a full month ahead of schedule. And now, with the new gear online and the electrical room fully upgraded, the Winnipeg retrofit stands as a benchmark for future MCC projects.

"We came in with a really strong methodology—every line item of work was captured, identified, and scheduled in detail," Field explained. "That level of planning and transparency ultimately won us the job, even though we were not the lowest bidder, we presented the best execution plan.

In the end, the team handed over a cleaner, more efficient system—and best of all, their approach is now being considered the new standard for MCC retrofits across all Darling Ingredients facilities.

"For me, it's a great example of what smart planning and collaboration with our clients and consultants can achieve, and I'm excited to see where it leads," Field said.



The 2026 Strategic Outlook: Health, Safety & Environment

Each year, Black & McDonald's Corporate Health, Safety & Environment (HSE) team, alongside regional HSE leaders, gathers to chart the course for the upcoming fiscal year. The 2026 strategic planning session reaffirmed our commitment to the foundational HSE vision—“Nobody Gets Hurt. Today or Tomorrow.”—and mission to build a sustainable safety culture that drives operational excellence, risk reduction, and stakeholder engagement.

This year's plan builds on the momentum of 2025, with a continued focus on continuous improvement, data-driven decision-making, and proactive safety leadership. The 2026 strategy builds on four key initiatives, each designed to elevate our HSE performance and deepen our safety culture across all business lines.

Technology, Data Quality & Analytics:

This initiative continues to evolve, emphasizing the integration of advanced tools to enhance incident prevention and reporting. The team will streamline enterprise forms and explore smart form development for improved usability. Integration with platforms like Procore and Power BI is under review, alongside a potential shift to a new enterprise-wide HSE software solution for 2027. A major focus will be on leveraging artificial intelligence to address language barriers, improve hazard assessments, and support SOP development.

Energy-Based Safety (EBS):

Building on the 2025 efforts of introducing Energy-Based Safety (EBS) across the organization, 2026 will see the full integration of EBS principles into project planning and execution. Training programs such as Incident Investigation/Management and High Energy Control Assessment (HECA) will be rolled out for supervisors and managers. EBS will also be embedded into orientation paths for new hires along with other internal training programs such as Supervisor Fundamentals. The initiative aims to enhance hazard recognition and control through revised documentation, consistent incident categorization, and targeted learning communications based on Safety Classification and Learning (SCL) outcomes.

Subcontractor Management:

Recognizing the critical role of subcontractors in our operations, this initiative introduces a comprehensive oversight framework. A new eOrientation module is being investigated specifically for subcontractors, supported by QR code access and



self-enrollment capabilities. Standardized monitoring processes will be implemented to track safety metrics and ensure visibility across the organization. Historical performance data will be made accessible through a rating system, and a post-job evaluation process will be introduced to assess subcontractor performance and drive continuous improvement.

Safety Innovation, Branding & Advocacy:

This new initiative aims to amplify the HSE brand both internally and externally. Metrics will be developed to track safety innovations and employee engagement. Participation in industry forums, benchmarking, and third-party certifications will help position Black & McDonald as a safety leader. Partnerships with external organizations and recognition programs will further promote best practices. The initiative also expands HSE's reach to focus more on public safety, environmental stewardship, and employee well-being.

With these strategic initiatives, Black & McDonald continues to lead with purpose, ensuring that safety remains at the heart of everything we do. 2026 promises to be a year of transformation, innovation, and strengthened accountability—driven by our unwavering commitment to protecting people and enhancing performance.

Health, Safety and Environment

Powering Community Impact in Utah

On August 28, 2025, 13 dedicated team members from Black & McDonald and BMEI came together to support the Utah Food Bank's mission to fight hunger in the community.

Through their collective effort, the team sorted and organized over 2,800 pounds of food, contributing to the distribution of essential supplies to families in need across Utah. It was a small but meaningful step that reflects our shared commitment to giving back and making a difference where it matters most.

Thank you to everyone who participated—your time and energy helped strengthen our community and demonstrate the power of teamwork in action.



BC Utilities Team Wins VRCA Gold Award for B-Jetty Project



Black & McDonald is proud to announce that our BC Utilities team has received the VRCA Gold Award for Electrical Projects over \$10M for the successful delivery of the B-Jetty project.

Delivering critical infrastructure for Defence Construction Canada is a responsibility we take seriously—and with great pride.

This recognition reflects the passion, commitment, and technical excellence of our people.

A sincere thank you to our partners and stakeholders. Your collaboration and expertise were instrumental in bringing this complex project to life. Together, we've demonstrated what strong partnerships and shared goals can achieve. Congratulations to everyone who contributed to this achievement!



PGR Earns Bronze Status in CCIB's PAIR Program

We're proud to share that Black & McDonald's PGR team has achieved Bronze Status in the Canadian Council for Indigenous Business (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) program.

This accreditation marks a meaningful milestone in our ongoing commitment to building respectful, collaborative, and sustainable relationships with Indigenous communities, businesses, and peoples. It reflects years of dedicated effort, learning, and partnership across teams.

Thank you to everyone who contributed to this achievement. Your work continues to strengthen our approach to Indigenous relations and helps us move forward with purpose and integrity.



PAIR BRONZE
PARTNERSHIP ACCREDITATION
IN INDIGENOUS RELATIONS



**CANADIAN COUNCIL FOR
INDIGENOUS
BUSINESS**

National Quality Council: Driving Excellence Across B&M

Black & McDonald's National Quality Council recently brought together passionate professionals from across the company who champion quality in their regions and divisions.

This annual event served as a powerful platform to promote a company-wide quality culture, share technical expertise, and strengthen collaboration across teams.

When we unite with a shared focus on quality, we live our mantra:
Excellence in Quality. Every time.

Event Highlights:

- Cross-regional collaboration, updates, and shared challenges
- Live demos from Procore, Shop Floor, and Human Performance experts
- A refreshed look at the Quality page on The Wire
- Railside Fabrication Shop tour featuring Project Eagle

The energy, engagement, and shared commitment to quality was truly inspiring. Thank you to everyone who contributed, participated, and made this event a success.

We're already looking forward to next year!



Hands-On Impact with Habitat for Humanity GTA



Team Black & McDonald recently partnered with Habitat for Humanity GTA for a meaningful Team Build Day—an experience that brought purpose, connection, and collaboration to the forefront.

This initiative focuses on supporting Habitat for Humanity’s mission to help families access safe, affordable housing and strengthen communities through volunteer engagement.

From raising walls to sharing stories over lunch, the day was filled with meaningful moments that reflected our commitment to strengthening communities through action. It was more than just building homes—it was about building relationships and making a lasting impact.

Thank you to everyone who brought their time, energy, and heart to this initiative. Your contributions helped create something truly special.



Data-Driven Decisions in Action: Navigating Complex System Challenges with Low Tide Properties



Black & McDonald's BC Services team continues to strengthen its client-first partnership with Low Tide Properties in Vancouver, providing expert support across a diverse and technically demanding portfolio. The relationship has been building for over five years, anchored in a shared commitment to proactive problem-solving, operational excellence, and long-term asset stewardship across some of the city's most complex commercial properties.

For the B&M team, building uptime begins with early problem identification and candid, solution-focused conversations. This approach prioritizes uncovering root causes before systems fail—ensuring owners, operators, and even tenants can make informed decisions that protect long-term performance. At one LEED-certified Low Tide property, this philosophy was put to the test.

Just as the building prepared for increased occupancy, a critical issue with the building's cooling system emerged, threatening

employee comfort and operational continuity. B&M quickly diagnosed that the geothermal system, originally designed for a 40- to 50-year lifespan, was already showing signs of premature failure.

"It's a major system that cost a lot of money," said John Molnar, Account Manager. "Understandably, nobody wants to hear that kind of news. But rather than dwell on the failure, our team redirected our client toward actionable solutions that would guarantee cooling ahead of the summer."

Transparent, pragmatic approaches like this have helped position Black & McDonald as a trusted advisor, even to its clients' outside engineering teams.

"Engineers come up with great ideas, then we come in and say, 'Here's what's actually happening. Here's what we can and can't do,'" Molnar explained. "By grounding recommendations in real-world building conditions and historical performance data, our Services team bridges the gap between design intent and operational reality." For clients like Low Tide Properties, this data-driven approach ensures that capital investments align with actual site needs.

"From day one, B&M has shown up ready to engage and understand the challenges we were facing at our properties. Their initiative to dig in, investigate, and bring us along for the ride has been a big part of the value they add. Our buildings are rarely straightforward, yet they've consistently stepped in—whether leading or supporting—to collaborate, solve problems, and make sense of complex situations. Having them as a trusted service provider has been a major asset to our operations."

Jordan Gruzelier
Senior Property Manager
Low Tide Properties

Data-Driven Decisions in Action: Navigating Complex System Challenges with Low Tide Properties

B&M's "Do it Right" philosophy underpins everything that we do, ensuring meticulous attention to every detail and efficiency in all our projects. It all starts with our deep technical audits which often uncover hidden inefficiencies as was the case with our client, Low Tide Properties.

At one Low Tide property, a recent ultrasonic metering audit of the domestic water system revealed that the domestic hot water system was significantly oversized—by a factor of 10 to 20 relative to actual usage. Meanwhile, at another site, they discovered that the chiller had started 19,000 times over two years, nearly ten times more than justified—leading to accelerated wear and premature component failure.

According to Molnar, discoveries like these reinforce B&M's guiding belief that measurement drives smarter capital planning. That is why insights are captured monthly and compiled into annual client history reports, transforming every dispatched work order into actionable intelligence. He also emphasized that today's tenant diversity demands retrofit strategies informed by modern tools and real-time data—resources many contractors still shy away from.

"In complex portfolios, challenges are common, especially when systems are inherited or poorly commissioned," he said. "But with proactive diagnostics and data-driven recommendations, they can be identified early, helping reduce operational costs and improve long-term performance."

Ultimately, it's about diagnosing issues with precision, then guiding the client through the difficult but necessary process of moving forward—making informed corrections, replacements, or upgrades to ensure every system performs to its full potential.

As Low Tide continues to evolve its portfolio, Black & McDonald remains committed to being a long-term strategic partner—optimizing building performance, navigating infrastructure complexity, and enabling smarter, data-driven decisions that safeguard asset value and elevate tenant experience.

Growing Talent Through Knowledge Sharing

At Black & McDonald, we're proud to grow our own talent. One of the most impactful ways we do this is by sharing knowledge, with experienced leaders guiding those who follow in their footsteps.

Our learning culture is built on the **70-20-10 model**:

- 70% of learning happens on the job
- 20% of learning is through others
- 10% comes from structured, formal training

That means 90% of your development is experiential (70% + 20%) and happens every day through the people you work with!

Coaching vs. Mentoring: What's the Difference?

Coaching

- Short-term, performance-driven, task-oriented
- Structured meetings focused on improving job-specific skills
- Coaches guide coachees to discover solutions themselves

Mentoring

- Longer-term, relationship-based, career-focused
- More informal, centered on growth and confidence-building
- Mentors share knowledge, offer advice, and create space for reflection

Why It Matters

With the wealth of experience across Black & McDonald, each of us can be a mentor or coach—formally or informally. Whether you're helping someone overcome a challenge or acting as a sounding board, these relationships leave a lasting impact.

Next time you have the chance (think of it as a gift!) to mentor or coach, remember: 90% of learning happens through others—and you can help shape that legacy.

Want to learn more?

Visit Litmos, reach out to T&D, or connect with your manager or HR Partner to keep the conversation going!

Training & Development

Black & McDonald Supports Canadian Museum of Nature's Open House

In October, Black & McDonald proudly partnered with the Canadian Museum of Nature to host its annual Open House at the Natural Heritage Campus in Gatineau, Quebec.

This behind-the-scenes event welcomed over 2,100 visitors, offering an exclusive look at Canada's natural history collections—from fossils and minerals to plants and wildlife specimens.

Our sponsorship helped make this beloved event possible, providing families with meaningful opportunities to engage with scientists and learn about biodiversity, conservation, and climate change.

Highlights included:

- VIP Access for B&M employees: 150 reserved spots for staff and guests before public opening.
- Recognition across museum channels: website, newsletter, social media, and onsite banners.
- Support for new educational signage at the Natural Heritage Campus.

Thank you to everyone who participated and helped make this initiative a success. Together, we're inspiring curiosity and supporting environmental stewardship for future generations.



Hands-On Learning for Future Leaders: The B&M PEY Program

At Black & McDonald, we believe that the best way to learn is by doing. Our Professional Experience Year (PEY) Program is designed to create a pipeline of high-performing, high-potential, talented individuals who demonstrate critical skills, and are enthusiastic to join the Black & McDonald organization in future permanent opportunities.

Through partnerships with top colleges and universities across Canada, the PEY program will offer 8-16 months of paid work placement to final year students and recent graduates, with a focus on critical organizational roles.

- **Target:** Final year students and recent graduates (up to 2 years from graduation) eligible for longer term placements.
- **Ability to start:** January, May, or September into the program.

Advantages of the PEY Program

- **Building a talent pipeline:** The program is expected to build a pipeline of future professionals and help to meet future critical skills needs within the B&M organization.
- **Potential for higher retention rates:** Students who have completed the PEY program, and are integrated with B&M, are expected to have a higher likelihood of pursuing permanent opportunities, as they have gained valuable work experience and professional development.

If you are interested in knowing more about our PEY program, please contact your local HR!

Corporate People Resources

ALBERTA

Alberta Health Services
Red Deer Hospital Backflow
Replacement project

CANA Group of Companies
TCPL Tower Barrier
free washroom renovation

Powerhouse Data Centre Group
High River data centre expansion

Air Canada Camera
EMT and Cat 6 install GSE Building,
Hanger 101, Cargo Building

City of Calgary
Fire Training Academy
SCBA washer & room renovation
and Fire Station #37 – Condenser
replacement

CN Rail
Boiler replacements

Groves of Varsity
Hot water tank replacements

Town of Cochrane
New traffic signals

Bridges of Langdon 4 and 5
Underground residential development

Edgefield
Underground residential development

Lanark Phase 5 and 7
Underground residential development

Southwinds 5
Underground residential development

ATLANTIC

JD Irving Ltd - Gulf Operators
HVAC PM

NS Government Employees Union
New generator panels
Surge protection

Elemental Energy
Wedgport wind turbine generators

Halifax Regional Municipality
Mainland Commons field lighting

St. Andrew's Curling Club
Refrigeration header replacement

Universite de Moncton
2025 high voltage maintenance

Carpenters and Millwright College
Controls semi-annual maintenance

Fisheries and Oceans Canada
NL Hangar HVAC replacement

Cougar Helicopters
Replace rooftop AC unit

NL Hydro, Muskrat Falls
Annual maintenance support

Aiolos Eng Corp.
at Memorial University
Wave basin & wind tunnel, mechanical

Nova Scotia Health Authority
Truro Hospital medical gas installation

NORTHERN ONTARIO REGION

R.W Tomilson Limited
Earl Grey Dr extension and Terry Fox Dr
overpass

R.W Tomilson Limited
Hunt Club underpass lights

Pioneer Construction
Thunder Bay Airport — modification of
existing lighting system

City of Cornwall
Traffic sign maintenance

ADB Safegate Canada Inc.
Install docking guide system

Power House Data Centre Group
Smith Falls Data Centre

Envari Energy Solution Inc.
City of Ottawa location services

Doran Contractors
Upgrades to digester

Nadin Contracting LTD
Thunder Bay parking lot expansion

ASCO Construction Ltd.
Expansion and addition to the Carleton
Place water & waste treatment plants

Bruno's Contracting
Apron rehabilitation and expansion

Green Infrastructure Partners
Laurier Ave intersection cycling
modifications

Kiewitt Erova Vinci
LRT 0 — Axial fans install

**Public Works and Government
Services Canada**
Replace humidifiers, cooling coils and
repairing high-voltage switchgear

Canadian National Research Center
Replace nitrogen fill station exhaust and
piping. Install of new drum scale.

Prince George Airport Authority
Edge lighting rehabilitation project

ITX
Replace HVAC equipment, sinks, toilets
and piping

MTO
Maintain PVMS signs within Bancroft
area

BRITISH COLUMBIA

Vancouver General Hospital
Standby Power Plant (VGH SBPP)
2 new 3.5 MW MV generators,
distribution and fuel tanks

Gastown Hotel
Rebuild Gastown Hotel Elevator — SRO

Translink VMS4
Train maintenance building

VGH SBPP
M&E installation of new generators
for VGH campus

**SBCH – Spencer Building
Carrier Hotel**
Data centre

Translink OCC2
Operation & control centre for new
Broadway subway

VGH SBCC
Mechanical & electrical: \$13M

Bentall 5 Chiller Replacement

Mechanical: \$1M
Burrard Thermal Storage Project
Mechanical: \$1M

QUEBEC
CN Rail
Cavendish Yard — Gas line

CMSL
Rooftop replacement — 15T & 20T

GSF Canada
Building automatization
system replacement

PIERRE BROSSARD
Montréal-Trudeau Airport
Parking development
P10 snow disposal

Montréal-Trudeau Airport
Parking development
P14 Michel Jasmin

Montréal-Trudeau Airport
Parking development
P15 Jenkins

Montréal-Trudeau Airport
Parking development - Mike

Ville de Longueuil
LED lighting conversion
and wiring modifications

POWER GENERATION REGION

Pickering Nuclear Generating Station
Reactor building ventilation
and vapour recovery
PNGS elevator modernization project
RB tritium reduction repairs
Asbestos abatement and equipment
off-site removal U1-4

**Darlington Nuclear
Generating Station**
Darlington frazil ice and
discharge gate replacement
DN turbine lube oil cooler HX tube
coating

**SOUTH WESTERN
ONTARIO REGION**

4343 Refrigeration Projects
Town of Oakville
Refrigeration plant upgrade

4338 SWO Refrigeration Projects
Carling Township
Outdoor ice plant installation

Innomar Strategies
New freezer and cooler

Premier Kosher
Evaporator upgrades

City of Mississauga
5-year refrigeration arena PM renewal

City of Milton – 5-year refrigeration
arena PM

Town of Oakville – 3-year refrigeration
arena PM

7/11 Distribution – Refrigeration PM
agreement

ALBERTA

Stephanie Letby, Service Administrator
McKenna Bailey, Service Administrator
Angie Gomez, Service Administrator
Dinelle Ramlogan Lucky, Fleet and
Office Administrator

ATLANTIC

Dharmeshkumar Lakkad, NB Service
Project Sales Representative
Dean Clements, NB Service Business
Development Representative
Danny Wayne, Power Precision
Coordinator
Ian Kerr, NS Service Representative
Benjamin McLearn, NS Industrial
Project Coordinator
Jacob Richard, NB Office
Shipper/Receiver
Mitchell Cormier, NB Commercial
Project Coordinator

BRITISH COLUMBIA

Sonora Chiu, Contract Administrator
Tyson Conrad, Indigenous
Opportunities Coordinator
Onyeka Dozie, Facility Manager
Helen Lique, Billing Administrator
Conor O'Brien, Project Coordinator
Nicholas Pangilinan, Subcontractor
Coordinator
Renan Potsch Moura, Lead Project
Manager
Bradley Tye, Quality Assurance/
HSE Coordinator
Katrina Villabroza, Billing Administrator
Christine Wong, FMO Administrator
Sydney Zhang, Contract Analyst
Angelica Emnacen, Office
Administrator
Michael Alaric, Building Operator
Bradley Jones, Building Operator
Diego Llarena, Junior Building
Operator
Wallys Sandi, HVAC Apprentice

POWER GENERATION REGION

Utkarsh Kumar, Project Controls Cost
& Schedule Analyst
Arun Vasudevan, Modification Team
Lead
Gaurab Shrestha, Modification Team
Lead
Brie Martin, Project Coordinator
Abby Thaljieh, Project Coordinator
Affan Mian, Modification Team Lead
Cheyenne Rambaran, Project
Administrator
Anila Hussain, Nuclear Buyer
Annie Ye, Jr. Purchasing Agent

NEW EMPLOYEES

Taylor Dunne, Training & Onboarding Administrator

Mehran Koulani, Project Controls Cost & Schedule Analyst

Gary Meng, Mechanical QC Inspector

Hasit Bhatt, Modification Team Lead

Fahad Farooqi, Outage Coordinator

PIERRE BROSSARD

Anthony Chkaiban, Project Manager

Zineb Laayouni, Project Coordinator

SASKATCHEWAN

Joel Goy, Division Manager-Industrial

Tyrell Paquette, Service Project Sales

Sheldon Hart, QC Inspector

Ashley Randall, Service Administrator

Kimberly Cunningham, Service Administrator-FMO

Parker Brimble, Estimator

Tracy Mischuk, Administrator

Harsh Parmar, Building Operator

SOUTHERN ONTARIO REGION

Rankita Arora, Project Billing Administrator, Traffic/ITS

Nathaniel Asamoah, Intermediate Technician, Technical Services

Azaz Belim, Job Cost Analyst, Support Services

Desanka Calkova, Job Cost Analyst, Support Services

Kadambarikumari Chaudhari, Co-Op Estimator, Transportation

Michael Daley, Project Coordinator, Technical Services

Samad Hosseini, Estimator, GTAA Services

Joseph MacAulay, Health & Safety Manager, Support Services

Askhat Magovyanov, Senior Technician, Technical Services

Oleksandr Matsiukha, Intermediate Technician, Technical Services

Prachiti Mhatre, CO-OP Student, Streetlights & Asset Management

John Hope, QC Inspector, Electrical Construction

Amin Nazari, CO-OP Student, Substations

Fariba Nazerian, Job Cost Analyst, Support Services

Aidan O'Riordan, Project Coordinator, Electrical Construction

Aakashkumar Patel, Field Surveyor/Project Coordinator, Civil/Underground

Lukas Pereira, Yard worker, Traffic/ITS

Manoj Singh, Junior Technician, Technical Services

Chase Taylor, Project Coordinator, Technical Services

Jahrsen Weedon-Etienne

Tool Room Associate, Support Services

SOUTH WESTERN ONTARIO REGION

Andrea Begin, HSE Advisor

Jordan Alexis, Sr. Maintenance Mechanic

Daniel Ljuboja, Business Development Representative

Robert Bezaire, HVAC Apprentice

Michael McKee, HVAC Journeyman

Justyn Sillanpaa-Knox, Facilities Coordinator SJK

Jack Baillie, Plumber Apprentice

Ryan Douthart, Gas Technician

Benjamin Stewart, HVAC Journeyman

Grace Zhou, Finance Clerk

Joseph Hounsell, Refrigeration Apprentice

MANITOBA

Leslee Sylvestre, Client Relations Coordinator

Shivansh Sharma, Building Operator

Giuseppe Cisternino, Building Operator

NORTHERN ONTARIO REGION

Thomas Harding, Facility Supervisor

Heather Croisier, HR Coordinator

Jacob Charron, Project Coordinator

Victor Marsik, Project Manager

Craig Winchester, Business Development, Facilities Services

CORPORATE OFFICE

Guy Gan, Analyst

CVD

Hassen Baccouche, Senior JDE Business Analyst

Seamus Birch, Director, Business Integration

Kishore Kumar, Cyber Security Analyst

Navneet Kaur, Contract Administrator

Julian Lem, Endpoint Technical Specialist – Microsoft Intune

Warren Pearl, Procurement Specialist

Jannyn Calma, Accounts Payable Compliance Specialist

William Luden, Centralized Call Centre Representative

Aaliyah Bennett, Centralized Call Centre Representative

Nicole Bulan, Security Administrative Assistant

Jaelan-Lee Leacock, First Year Plumbing

Francisco Vinuesa, HVAC JM Technician

Tyler Bird, Building Operator

Kevin Clemens, HVAC JM Technician

Christopher Calvelli, Building Operator

Harvey Lance Villareal, Building Operator

Nathan Bissoon, Building Operator

Ka Siu (Jason) Leung, General Maintenance Helper

Juan Sebastian Castaneda Buitrago, Security Guard

Dennis Smith, Security Guard

Eldrin Dizon, Building Operator

Mariano Pellegrino, Building Operator

US REGION

Richard Marlow, Project Coordinator

Meranda Martinez, Administrator

Jeethi Perupogu, Engineer

Erwin Vance, Designer

James Colburn, HSE Advisor

Elizabeth Gammell, Office Manager

Christopher Smith, HSE Advisor

Jorge Garcia Jr., Project Controls Specialist

Zachary Finklestein, Analyst

Reuben Rose, Project Coordinator

Andrew Burns, Project Coordinator

Trent Rhoads, Project Coordinator

Scott Gray, Project Manager

Jerry Borland, Department Manager

Josselin Medina Rosales, Administrator

MOVERS & SHAKERS

ALBERTA

Steven Hubert, From JM HVAC Technician to Project Sales Representative

POWER GENERATION REGION

Brennan Gregory, From Project Manager to Program Manager

Buddy Taylor, From Project Manager to Program Manager

Martyn Ash, From General Foreman to Superintendent

Mackenzie Lipop, From Intern to Accounting Administrator

Gary Garratt, From General Foreman to Superintendent

CVD

Marco Papania, From Electrical Service-Project Manager to Electrical Operations Supervisor

Albert McWilliams, From Senior Project Manager to Operations Manager

MOVERS & SHAKERS

Marko Stakic, From Operations Manager to Director, Operations

Jaspreet Brar, From Billing Coordinator to Contract Supervisor

Anh Nguyen, From Accounting Analyst to Senior Financial Analyst

Yasmin Abdiladif, From Project Planner to Facilities Manager

Kiranjot Kaur, From Security Administrator to FMO Administrator

Marielena Papeli, From Administrator to Project Planner

Luke McWhirter, From Building Operator to Project Coordinator

Adam Eisharkawi, From Project Manager to Project Manager — DCC

Akhil Zachariah, From Maintenance Helper to Facility Coordinator

Calvin Howell, From Facility Coordinator to Senior Building Operator

James Macdonald, Electrical Technician transferred to 4138

Niall Higginson, Electrician transferred to 4137

Nicolas Omar, JR. HVAC Maintenance Mechanic transferred to 4138

SOUTHERN ONTARIO

Adeniyi Ayinde, From Project Coordinator, ESAP to Project Manager, Electrical Construction

SASKATCHEWAN

Kayleen Bakke, From Accountant to Senior Accountant

Chris Gilbert, From HSE Advisor to Senior Advisor — HSE

Marina Sheard, From Service Agreement Coordinator to Client Relations Manager

US REGION

Andrew Ito, From Project Coordinator to Project Manager/Estimator

YEARS OF SERVICE

ALBERTA

20 YEARS

Ross Vrabel
Joanne Crooks

15 YEARS

James Miller

10 YEARS

Kyle Owchar
Dwayne Emms

5 YEARS

Daniel Blundon
Scott Giesinger
Jeremy Kodric
Mike Harrison
Darcy Sawchuk
Paul Santos
Laurie Anne Butt
Andre Fequet
Dany Boisvert
Shane Warrick
Wolf Seibert
Uzo Nwajagu
Jordan Obodiak
Matt Biagioni
Malcolm Leppard
Ashley Boisvert
Ryan Tyler

ATLANTIC

35 YEARS

Robert Burns

30 YEARS

James Stewart
David Deschenes

25 YEARS

Jason Buckland
Mark Searle

20 YEARS

Robert Smith
Justin Desrosiers

15 YEARS

Adam Pearson
Earl Deveau
Darrell Pelley
Tammy Rawding
Adrien Henri
Deanna Russell
Gregory McKay
Todd Marchand
Anthony Bigelow
David Murray

10 YEARS

Darren Sutherland
Robert Dempsey
John Durant
Leo Fahie
Nick McBrine
Wade Stride

Stephen Hull
Chantal Doucet

5 YEARS

David MacMillan
Marc Charest
Edward Newell
Mike Power
Jordan Terrio
Colby Baxter
Ross Lambe
Kenneth Ernst
Matthew Morrissey
John Stewart
Daniel LeBlanc
Dillon Clothier-Fitzgerald
Christina Johnson
Jeffery Phillips
Zachary Robichaud
Jesse Babineau
Ivar Kroger
Ben Thornhill
Kenneth Druhan
Jordan Penney
Myles Bjerke
Adam Laybolt
Ian Arbuckle

BRITISH COLUMBIA

20 YEARS

Kyle Wisniewski

15 YEARS

Sharon Brandes
Ross Fenske
Ray Greenwood
Todd Vincent

10 YEARS

Myles Brumpton
Brandon Behl
Robert Turner
Sean Thorsteinson
Jeff Tanaka
Jonathan Davis
Chris Mader

5 YEARS

Leah Lehr
Matt Hopkins
Alina Voropaeva
Zorawar Singh
Corey Cooper

POWER GENERATION REGION

20 YEARS

Roger Murphy
Jeff Scarr
David Sabourin

15 YEARS

David Sabourin

Marc Doucet
George McKinnon
Mark Smith
Reginald Borutski
Jamie McKinnon
Kevin Thompson
Andrew Lengyel
Timothy O'Grady
Marc Bedard
Terry O'Brien
Timothy Caine
David Henderson
Alex MacInnis
Matthew Haas
Darryl Robichaud
John Corbishley
Regan O'Brien
Raed El Atat

10 YEARS

Giovanni Stocchetti
Jason Walton
David Couke
Willis Ledrew
Timothy Shelley
Jesse Croft
John Beggs
Steven Hurrie
Nicholas Disalle
Mitchell Dayman
Raoul Arseneau
Brett Larkan
Richard McFarlane
Christopher Cone
Joseph Murphy
Richard McFarlane
Jose Domingues
Trent Ritchie
Caillan Norris
Brian Bauldry
Ryan Steel
Rudy Kremer
Anthony Levy

5 YEARS

Christopher Curtis
Cassim Esmail
Kenneth Noonan
Michael Reid
Daniel Vrencken
Dale Earle
Kori Gorra
Arkadi Chmelev
Shane MacPherson
Jeffery Maher
Christopher Tang
Garrett MacDonald
Gregory Kane
Colin MacDonald
Amin Mirfattahi
Kelly Dreddy
Matthew Mayberry
David Gale

Robin Strickland
Richard Graham
Brianna Adams
Sean Weir
Ryan Drane
John Arseneau
Jesse Jones
David Bowles
Bryan Reber
Liam Anderson

SOUTH WESTERN ONTARIO REGION

25 YEARS

Mark Swis

20 YEARS

Randy Edwards
Matt Foster
Bill Townson
Simon Watson

15 YEARS

Jeff Adams
Jim Deruytter
Matt Macdonald
Steve Taggart

10 YEARS

Brendon Blain
Hayley Preece
Jordan Scott
Kyle Hopkins
Paul O'Connor
William Turvey
Steve Walker

5 YEARS

Liz Johnson
Jeff Rice
Evan Young
Cam Drew
Tyler Milord
Alex Weir

NORTHERN ONTARIO REGION

40 YEARS

Anthony Dolan

25 YEARS

Dianne Blondin
Jeff P. Leonard
Michelle Lee M. Cole

20 YEARS

Adam MacMillian
Jiantao He

15 YEARS

Matthew Kewley
Brian Roberts
Jean R. Drouin
Luc Graveline

Devin P. Kelly
Max Raposo

10 YEARS

Justin Vavros
Michael Elias
Said Boukri
Carolyn McDonald
Dave Lynch
James Dolan

5 YEARS

Roch Bazinet
Carlo Burri
Guneet Singh Kathuria
Stephen P. DeSpenic
Atikul Mokhammad
Kyle G. Buchanan
Tyler LaJoie
Marcus E. Petty
Kevin R. Dirani
Gabriel Page
Geoff Denstedt
Josue Aldanas Linares
David Lundberg
Eric LeBlanc
Donald Patrick McCann
Bryan Mandville
Andrew Jason Powis
Adam Gibbons
Francois BiGras
Cahl Gerow
Michael Dickinson
Mark Mooney

CVD

40 YEARS

Salvador Vinluan

35 YEARS

Linda Morin
Quoc Troung
Richard Benjamin
Joseph Nkrumah

30 YEARS

Tony Pimentel

20 YEARS

Todd Barnier
Dennis Martini
Andrew R. McGinn
Christopher Slaney
Walter Robertson

15 YEARS

Alfredo M. Miranda
Vajira Marie Akiatan
Maria J. Gallagher
Mortaza Behravan
David K. Wood
Jaime Cudao
David Santo
Michelle Cooper
Nick Buzila

Matthew Houston

10 YEARS

Patrick J.D Mazurkewich
Stanely Rycombel
Tara Pichler
Karen Stanley
Liam J. Barrowclough
Stephanie Leiskau
Lee Phillips
Tom Pazianas
Erica Brabon
Leif A. Hudson
Ronnie Scott
Jennifer Murphy
Luc Leonard
Jody Vickery

5 YEARS

Liam Michael Salmon
Nana Acquaaah Harrison
Diana Stankovski
Michael Garza
John O. Djermil Celi
Oi Lan Lam
Kata Kelo-Gere
Thi Van Anh Nguyen
Harak Wartabidian
Devinder Kang
Anuradha Chordekar
Tyler William Elliot
Alik Nissan
Marianne K. Harper
Mark De Simone
Marko Stakic
Paul Blessy
Timur Arestov
Kevin Ritz
Cathy Gu
Jonathan Chouinard
James Falconer
Joseph George

US REGION

25 YEARS

Stevie Bernard
Janis Bolfeta

20 YEARS

Salam Ali
Enrique Flores
Todd Heier
Charles Roulit
Brian Wahn

15 YEARS

Ryan S. Long
Mark Powers

10 YEARS

Richard Casey
John Conley
Colton Coy
Wesley Gibson
Joshua Godwin

YEARS OF SERVICE

George Gorton
Joshua Johnson
Melissa Kennedy
John Laing
Jose Garcia-Lopez
Marty Mauldin
Jacob Miller
Nick Rasmussen
Heath Rizhaupt
Bryan Salyer
Brandyn Schneider
Matt Serushago
David Simpson
Joshua Slominski
Kenneth Waters
Andrew Westphal

5 YEARS

Jacob Blodgett
Joshua Branz
Dylan Carlson
Anthony Chapman
Ryan Coleman
Daniel Crandall
Tyler Davis
David Drebenstedt
Joshua Edwards
William Ellingford
Eduardo Guzman
Whitney Heflin
Keaton Hocker
Jacob Hoover
Kyle Huddleston
Dylan Irving
Robert Jones
Pedro Juarez
Michael Leaver
Dylan Martin
Ernesto Montes Ortiz
Ruben Navarro
Joshua Niepman
Oscar Perez
Cory Poldberg
Joey Rodda
Charles Shipley
James Speer
Charles Turner
Courtney Vaughn
Jose Villafranca
Ryan White
Jared Williams
Chad Zeller

QUEBEC

10 YEARS

Benoit Vigeant-Sansoucy

PIERRE BROSSARD

20 YEARS

Maxime Leclerc

5 YEARS

Robert Chartrand
Sammi Lemieux Siddiqi
Kevin Wolfe
Michael Normand-Machabée
Bruno Raymond
Guylaine Côté
Rachid Regagui
Jean-François Dupuis
Mariko Tran Paquette
Carl Côté
Samuel Desmarais

SOUTHERN ONTARIO

35 YEARS

Darryl Mooy

30 YEARS

Niall Higginson
Ewen Cameron

25 YEARS

Luke Maclellan
Jason Calleja
Walter Cavalheiro
Matt Maclellan
Charlie Maclellan
Kathy Mcghee
Shirley Lee
Mark Moreau
Angelo Castaldo
Jared Hurrell

20 YEARS

Lisa Robinson
Eric Lambi
Demetrius Mikrogianakis
Jordan Calabrese
Marco Werner
Christian Pilgrim
Gary Giroux
Bruce Cunha

15 YEARS

Deborah Bambek
Jerry Drury
Anthony McCabe
Alicia Turner
Antony Glasgow
David Beith
Jean Mammoliti
Bruce Dorie
Brandon Smith
Joseph Di Prospero

10 YEARS

Cody Towsey
Jeremy Myles
Samantha Hill
Nancy Wong
Sebastian Distefano
Daniel Di Iulio
Kyle Gaskin
Manuel Morera
Mauro Siinardi
Brent Harper
Giancarlo Rossi
Michael Botcher
Jim Cooke
Mark Dmytraszko
Anthony Belli
Tyler Kretschmann
Michael O'Neill
Joshua Sutton
Evan Flanagan
Jacquelyn Smith
Kurtis Broome

5 YEARS

Jason Mojica
Christopher Loboda
Michael Wasyluk
Stephen Payton
Alexei Terekhov
Bryan Louro
Terrence Rebeiro
John Delag
Claudio Luciani
Dajan Kumarasamy
Daryll Peloquin
Jeremy Aquino
Sean Fonseca
Brandon Donnelly
Eddy Marin
Adam Graham
Andre Antunes
Michael Renz
Rachel Li
Cameron McVeety
Scott McVeety
Nick Cochrane
Ken Webster
Mera Bouorm
Christopher McMurdo
Martin Flores
Sam Sedore
Jonathan Robitaille
Jordan Avey
Manik Cheetu
Marta Basilio
Terry Taylor
Jarvis Flor
Josmy Jose
Adam Olan
Mevhibe Tpouz
Ken Baylis
Trevor Peeters

Robert Campbell
Adriano Lisi
Paul Nolan
Juliano Sciucco
Glen Graham
Kyle Melo
Rong Sen Li

CORPORATE OFFICE

20 YEARS

Mark Healy
Kelly Thompson

15 YEARS

Christina O'Donnell
Philip Favarger

SASKATCHEWAN

25 YEARS

Shaemun Franks

20 YEARS

Jamie Cymbalisty

10 YEARS

Chris Barlett
Corey Tymchuk
Devin Ralph
Dung Pham
Michael Balog

5 YEARS

Justin Siewert
Mike Oberg
Cory Zapisocki

MANITOBA

25 YEARS

Trevor Straub

15 YEARS

Randy Gustafson

10 YEARS

Ory Zalusky
Renee Smith
Leslie Stearns
Doug Zapototsky

5 YEARS

Tyler MacPherson
Kole Devisscher
Andrew Reilly
Boris Zilic
Bryan Giardino
Michael Kotowich

Black & McDonald Limited

CORPORATE OFFICE

2 Bloor St. East, Suite 2100
Toronto, Ontario M4W 1A8
Tel: (416) 920-5100

Fax: (416) 922-8768

OFFICES

Bathurst, NB	(506) 547-8070
Dartmouth, NS	(902) 468-3101
Fredericton, NB	(506) 459-1650
Bermuda	(441) 232-0234
Moncton, NB	(506) 858-5688
Saint John, NB	(506) 693-4822
St. John's, NL	(709) 747-1406
Montreal, QC	(514) 735-6671
Pickering, ON	(905) 837-1291
Hamilton, ON	(905) 560-3100
Kingston, ON	(613) 903-5039
London, ON	(519) 681-4801
Sarnia, ON	
Markham, ON	(647) 794-2300
North York, ON	(416) 298-9977
Ottawa, ON	(613) 526-1226
Barrie, ON	(705) 722-4044
Toronto, ON (Pullman Court)	(416) 298-9977
Winnipeg, MB	(204) 786-5776
Regina, SK	(306) 924-0885
Saskatoon, SK	(306) 652-3835
Calgary, AB	(403) 235-0335
Calgary, AB	(587) 975-0036
Edmonton, AB	(780) 484-1141
Leduc, AB	(587) 772-2402
Vancouver, BC	(604) 301-1070
Austin, TX	(512) 836-0800
Kansas City, MO	(816) 483-0257
Lexington, KY	(816) 483-0257
Springdale, AR	(479) 419-9550
Salt Lake City, UT	(801) 569-9219
Portland, OR	(801) 569-9219
Broken Arrow, OK	(816) 483-0257
Vancouver, WA	(503) 457-8639

SUBSIDIARIES

B&M Energy & Infrastructure, LLC	(800) 814-4311
Pierre Brossard (1981) Ltée	(450) 659-9641
Power Precision	(506) 548-1880
Riverside Electrical Contractors Inc.	(502) 570-4777
Roberts Onsite Inc. Commercial	(519) 578-2230
Cleaning Services	(905) 688-9220
OCM Engineering, LLC	(317) 644-0949
Just Engineering & Inspection Services Inc.	(502) 995-8348

AFFILIATED COMPANIES

Canadian Base Operators	(647) 794-2300
Entera Utility Contractors	(416) 746-9914
Infinity Generation Services Inc. (IGS)	(855) 638-2447
Morningstar Services	(647) 455-5846
Midwest ATC Canada	(705) 446-9019

CORRESPONDENTS

Robert Burns	Atlantic
Sophie Dauth	Quebec
Tricia O'Brien	N. Ontario
Kathy McGhee	S. Ontario
Dawn Dabarno	PGR
Corinne Clark	CBO
Phil Taggart	S.W. Ontario
Evelyn Vendiola	Alberta
Sean Peacock	Western Industrial
Candice Leung	British Columbia
Kimberly Henry	United States

EDITORIAL TEAM

Tareq Ali	Managing Editor
Pooja Udaikumar	Editor