



# TEAM KENAI DAN

REGISTERED ISO 9001 ISO 14001 ISO 45001

## FEATURE PROJECT

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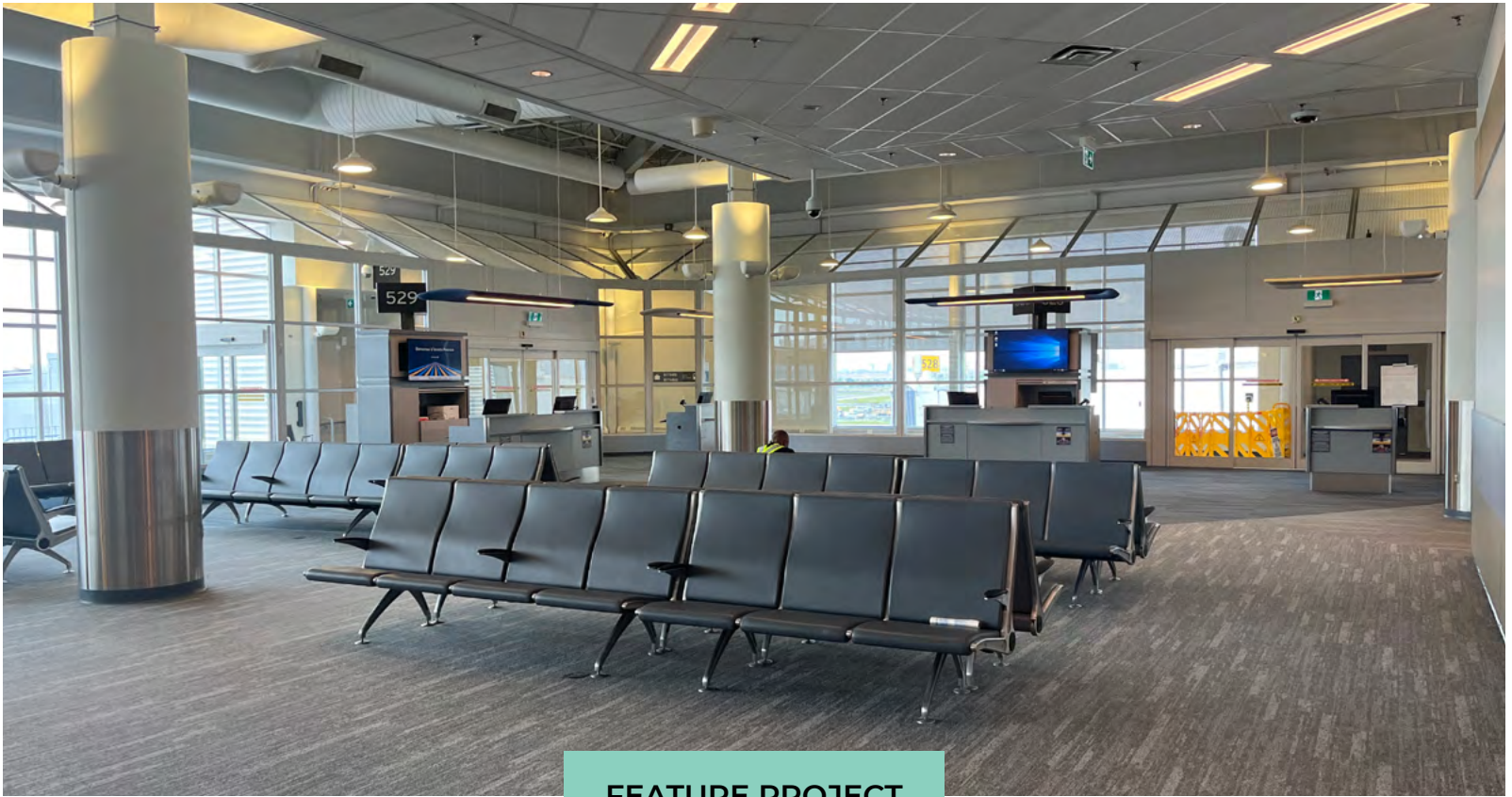
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**FEATURE PROJECT**

## GTAA – Infield Concourse Restoration and Reactivation (CMAR)

To accommodate the increased number of passengers travelling through Toronto Pearson Airport, the Greater Toronto Airports Authority (GTAA) decided to use the Infield Concourse (IFC) gates for added capacity and to maintain passenger experience at peak times for departing and arriving domestic and international flights in Terminal 1 and Terminal 3.

Kenaidan provided Construction Manager at Risk (CMAR) services for this terminal improvement project which included many architectural upgrades. Operationally, five new air-conditioned boarding bridges were added, six passenger boarding bridges were modernized and reopened, increasing the capacity by 11 operational gates. Closed IFC areas were also restored, and security and IT systems were modernized. In addition to this, deteriorating concrete apron areas were also repaired.

This upgraded hub enables travellers to experience a variety of enhanced amenities and services for a more enjoyable travel experience. Passengers with flights departing from the IFC can enjoy renovated lounge areas, updated washrooms, a quiet room,

nursery facilities, a family-friendly play area, various retail and dining options, and new pet relief areas.

Under the CMAR contract delivery model, Kenaidan provided constructability reviews, input into the project requirements, secured all permit applications and approvals, executed all construction activities as the general contractor, and managed all subcontractors and equipment suppliers.

Construction began in early December 2022 and reached substantial completion in November 2024.



### Key Challenges

- Working in a busy airport environment
- Coordinating with multiple stakeholders
- Tight schedule for electrical upgrades needed for the new boarding bridges
- Careful planning and close collaboration with the GTAA to minimize the impact on gate capacity
- Frequent changes managed by a strict change management process

### Roles & Responsibilities

- **Owner:** Greater Toronto Airports Authority (GTAA)
- **Consultants:** WSP Group and NORR
- **Electrical (Phase 1) & Mechanical (Interior):** Plan Group Inc.
- **Electrical, Communication & Security (Phase 2):** Black & McDonald Limited
- **Passenger Boarding Bridge (PBB) Equipment Installation:** Robly Mechanical Maintenance Ltd.
- **Demolition, Bollards & Guardrails:** DNN Contracting Inc.
- **Toilet partitions:** Eastern Partitions Ltd.
- **Painting:** Paintology Inc.
- **Signage:** Zip Signs Ltd.
- **Glazing:** Gage Aluminum & Glass Ltd.
- **Doors and Hardware:** Regional Doors & Hardware (Niagara) Limited
- **Millwork:** Allwood Industrial Ltd.
- **Drywall:** Oakdale Drywall & Acoustics Ltd.
- **Flooring:** Castlewall Development Ltd.



**EMPLOYEE SPOTLIGHT**

## Donnie Ferguson & Glen McNeil 35 Years of Service

### Donnie Ferguson

(Featured on the right in the photo above)

#### What's the most exciting project you've worked on during your career with Kenaidan?

Over the last 35 years, I've worked on many interesting projects, and one that sticks out is the Canadian Memorial Chiropractic College. The school had an on-site morgue where people donated their bodies to science. Once the bodies were moved in, many trades would not return to that area if they had something to fix. As a result, I was tasked with finishing the remaining

deficiencies on their behalf. Another that stands out for me is the DeCew WTP, a.k.a. 'Shangri-La' by David Murray. Since 1997, I've been handling the project close out process for many of our jobs. This was the first job I started as a full-time Field Supervisor and completed. We had a small but great team, including the owner and the consultant, which gave us a great working environment and positive outcomes.

#### What do you enjoy most about working here?

Starting when I did, I was lucky enough to work with Kevin Moore and Ken Smith. They made you feel welcome like you were part of something: a name and not just a number. Unfortunately, they both passed away in their early 40's, however, Aidan found the right people to fill their roles with the same outlook. I've had many opportunities to leave over the years and my answer to those who have asked is that if it's not broken, don't try to fix it. Kenaidan has always been fair to me so in return, I've remained loyal to Kenaidan.

#### What's one thing you've learned on the job that surprised you?

I came to Kenaidan straight out of trade school and everything I know today is because of the knowledge I've picked up along the way. Given that my job for over 20 years was taking care of deficiencies, warranty items, and the close-out of projects, I became pretty well-rounded in many different areas. Even to this day, I'm still willing to learn as no one knows everything.

#### What's a fun fact about you that your coworkers might not know?

I'm not a fan of snakes. When I was 5 years old, I had chickenpox. My high fever caused me to see things, which were snakes. I haven't been a fan since.

#### In one word, how would you describe the company culture?

Family.

### Glen McNeil

(Featured on the left in the photo)

#### What's the most exciting project you've worked on during your career with Kenaidan?

The Moore Creek Stormwater Management Facility for the GTAA at Toronto Pearson Airport.

#### What do you enjoy most about working here?

Spending time with crew members building friendships and memories that will last a lifetime.

#### What's one thing you've learned on the job that surprised you?

One thing that has surprised me throughout the years is the advancement in technology, equipment, and materials that now allow us to do construction work all year long.

#### What's a fun fact about you that your coworkers might not know?

When I'm at home, I'm a laid-back type of guy.

#### In one word, how would you describe the company culture?

Family-oriented.

## Feature Crews



### Ashbridges Bay Treatment Plant – TWAS

**From left to right:** Amir Saffari, Sean Taghipoor, Kriselle Pereira, Ryan De Jesus, Taylor Dorland.

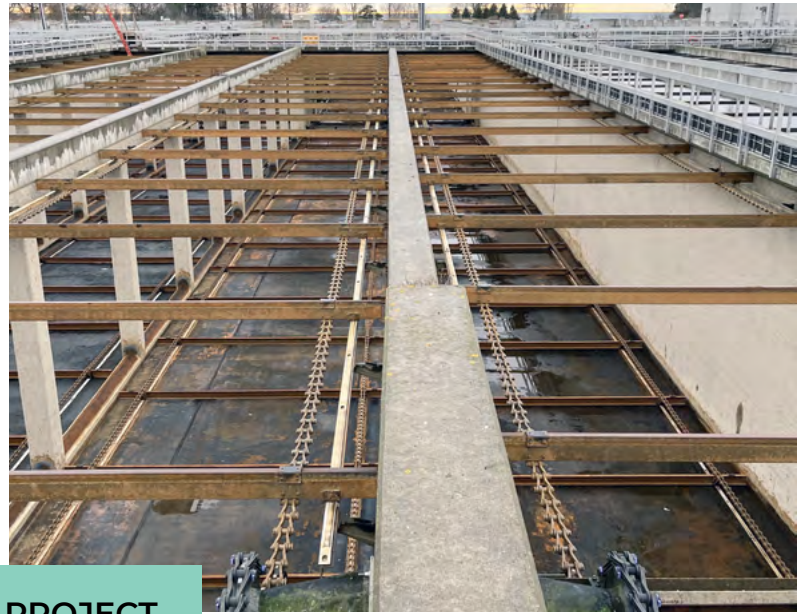
**Missing from the photo:** Alexander Maini, Ken Dayes, and Geries Khneisser.



### Duffin Creek WPCP

**Front Row from left to right:** Manuel Gutierrez, Joe Smith, Jermain Norman, Aaron Mella, Nathaniel Soropia, Vladyslav Parniuk.

**Back Row from left to right:** Ron Hamersma, Jason Mulvihill, Jordan Potter, Stewart Irvine, Roberto Melo, Jonathan Peyton, Kyle Lavigne, Osman Malaq, Cody Westerdyk, Warren Haffenden, JP Halick.



## FEATURE PROJECT

# Duffin Creek WPCP Stage 3 Liquids and Miscellaneous Remedial Works

Built in the 1970s, the Duffin Creek Water Pollution Control Plant (WPCP) addresses the wastewater pollution treatment needs of Aurora, Newmarket, Vaughan, Richmond Hill, Markham, Pickering, and Ajax. Jointly owned by the Regional Municipalities of York and Durham, the plant can treat an average of 630 ML/day.

Our contract includes but is not limited to, architectural, electrical, mechanical, chemical, process engineering, instrumentation and controls, structural, and related civil works on the site.

This project involves significant upgrades and replacements across the facility. Kenaidan will install a submersible mixer, and telescopic valve, and replace dry well sumps, as well as enhance biofilter enclosures. Effluent water and odorous air piping, ferric chloride dosing pumps, sump pumps, and the screenings washer compactor will be replaced.

Additional work includes grit pad improvements, biofilter pump enclosure installation, and upgrades to the gas detection systems. Key tasks involve valve replacements, SRT and ORP instrument removal, chemical pump upgrades, and SCADA integration. In the Dewatering Building, piping will be replaced, a basement drainage trench installed, and improvements made to the storm and underdrain systems.

Construction began in June 2024 and is scheduled to be substantially complete in February 2027.

“Through our valued partnership with Kenaidan on this project, we are successfully upgrading our high operational standards with the latest equipment and technology,” said Jeff MacDonald, Project Manager, The Regional Municipality of Durham. “The resulting increases in efficiencies will enhance our ability to accommodate future flows from the aggressive development goals set by the Province.”

### Key Challenges

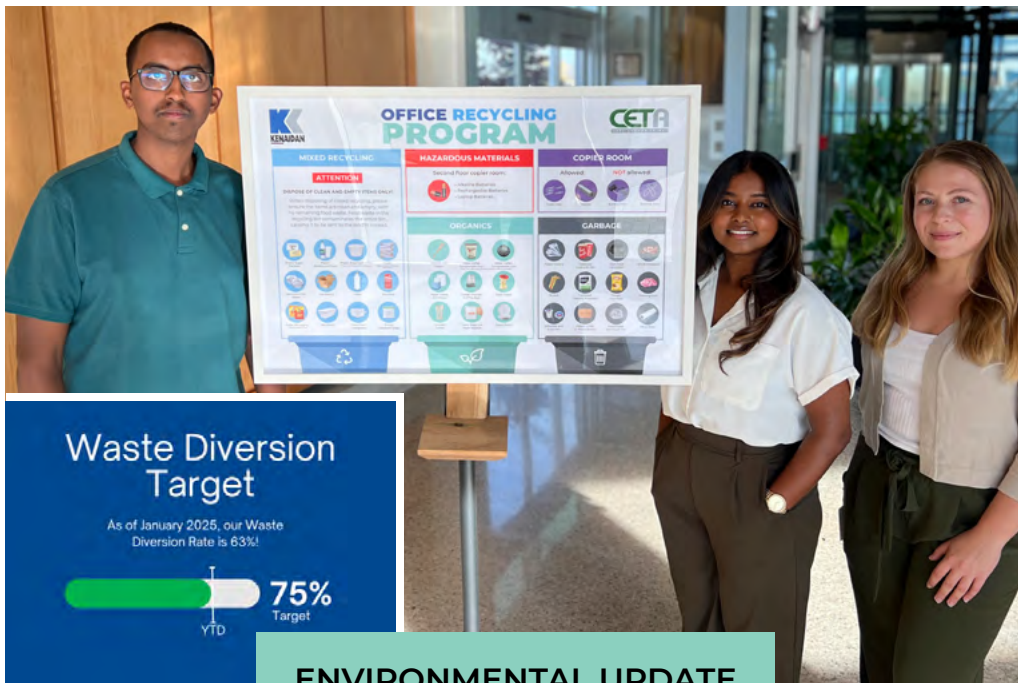
- The critical path includes a substantial concrete repair scope on the liquid trains that cover 42 tank assets over 32 months. Kenaidan designed and implemented a comprehensive heating and hoarding program to maintain progress and increase productivity on concrete repairs throughout the winter months.
- Maintaining concurrent work and organizing material/equipment deliveries all while appropriately staffing our crews across 14 separate buildings and managing subcontractors is a full-time job.
- Construction scheduling and methodologies for effective tie-ins to the existing plant with minimal interruption to daily operations involves rigorous planning with plant operations and the design team. A large portion of this scope cannot be completed unless there is a

shutdown. It is essential to ensure no scope is missed during the process shutdowns.

- Coordination with other adjacent active contracts and contractors.

### Roles & Responsibilities

- **Owner:** The Regional Municipality of Durham
- **Consultant:** Jacobs Solutions Inc.
- **Process and Building Mechanical:** Kenaidan Contracting Ltd.
- **Commissioning:** Kenaidan Contracting Ltd.
- **HVAC:** Black & McDonald Limited
- **HVAC Commissioning:** Jones Lang LaSalle, Inc. (JLL)
- **Mechanical Instrumentation/ Controls:** Johnson Controls Canada
- **Mechanical Insulation:** Vanos Insulations Limited
- **Electrical:** Lexas Electrical Inc.
- **Concrete Formwork & Restoration:** Kenaidan Contracting Ltd.
- **Rebar:** Acier AGF inc. / AGF Rebar Inc.
- **Excavation & Site Works:** Tydon Contracting Ltd.
- **Tank Cleaning:** Wessuc Inc.
- **Demolition:** Red Line Contracting & Consulting
- **Painting & Coatings:** Red Line Contracting & Consulting
- **Overhead Doors:** Dynamic Closures (Ontario) Ltd.
- **Metal Roofing & Siding:** Semple Gooder Roofing Corporation



**ENVIRONMENTAL UPDATE**

# Head Office Waste Diversion Initiative

From left to right: Mustafa Mohammed, Aaraby Mohanathas, Paulina Fedko

At Kenaidan, environmental considerations extend beyond operational practices to encompass all aspects of our business activities. Over the past few years, sustainability has become a core focus, with the Environmental Team expanding our sustainable portfolio by implementing new initiatives and setting ambitious goals for continuous improvement of our environmental management system.

A significant area of environmental concern is waste destined for landfills, especially organic and biodegradable waste, which contributes to methane emissions. While our operational sites consistently set waste diversion targets of at least 85%, the waste performance at our head office was not as well understood. To address this, we conducted a thorough waste audit to assess our current waste diversion rate, which measures the percentage of total waste diverted from landfills through recycling, composting, or other sustainable disposal methods.

The audit findings led to establishing the waste diversion target for the office, to achieve at least a 75% diversion rate. By identifying common waste stream contaminants and the types of waste most frequently generated, we developed a targeted approach to improve our waste management practices. For instance, coffee cups were identified as a significant waste stream in our office. While traditional coffee cups are typically non-recyclable

due to their plastic lining, our office provides compostable coffee cups. After confirming with our waste vendor that these cups are accepted in their organics stream, we introduced updated waste signage to help employees with proper waste sorting.

New waste signage, focusing on common contaminants, was installed at the main waste receptacles throughout the office. To further enhance awareness and engagement, the Environmental Team hosted a sustainable waste management pop-up event. This interactive event included educational materials, a sorting game, and insights from the waste audit, emphasizing proper waste management practices.

Since the program's launch, we are pleased to report a current waste diversion rate of 63%, bringing us just 12% away from our target. Our efforts extend beyond traditional waste streams to include e-waste and shredded paper, reinforcing our commitment to comprehensive waste management. With ongoing initiatives, such as sustainable procurement, we are confident that we will exceed our waste diversion targets.

This program exemplifies our commitment to continuous improvement and the interconnected nature of our environmental initiatives, driving our overall environmental performance forward.



**COMMUNITY CORNER**

# Holiday Lunch and Service Award Ceremony

In early December, Team Kenaidan gathered at our head office for our annual Service Awards Ceremony!

We celebrated another successful year and recognized the remarkable milestones of our long-serving team members, including 5-Year, 10-Year, 15-Year, 25-Year, 30-Year, 35-Year, and even a 50-Year service award. We genuinely appreciate their dedication and service to Team Kenaidan.



# Projects Underway



## Halton Biosolids

Kenaidan continues to make progress at the Halton Biosolids Management Centre in Oakville. Our work includes the installation of a new dewatering building, featuring a centrifuge and a liquid polymer system designed to transport dewatered cake via a screw conveyor to a dedicated truck-loading area. The electrical work is well underway and is on track for completion by May 2025.



## Exciting Progress at TTC Islington Station

In December 2024, we reached an exciting milestone with the completion of the first base slab pour, marking significant progress on this ambitious three-year project. The new street-level entrance and concourse-to-platform elevator will bring enhanced accessibility and convenience to Toronto's transit users.

This transformative initiative aims to enhance accessibility across the site under the Easier Access Program, improve station services, and integrate future residential developments.

Key highlights include:

- A new street-level bus terminal featuring multiple bays, staircases, escalators, and an elevator connecting to the concourse level.
- Barrier-free accessibility improvements aligned with AODA mandates.
- Infrastructure upgrades such as new driveways, temporary traffic alterations, and signalization to accommodate future transit needs.

# Kenaidan Hits 20K Followers on LinkedIn!

In December 2024, Kenaidan Contracting reached **20,000 followers** on LinkedIn – a testament to the strong social media community we've built together. Since then, we have now surpassed 21,000 followers!

Whether you've been following us for years or just joined, we appreciate your engagement, support, and interest in our company and being part of our journey.

Stay connected for the latest updates, project highlights, and industry insights by liking and following Kenaidan Contracting on LinkedIn. Here's to reaching new heights together!





**ROAMING PHOTOGRAPHER**

## Our Company, Our People

### Leadership College Graduates

Congratulations to our 2024 Leadership College Graduates, Jordan Sousa, Teresa Florentino, and John Di Florio. This group is Kenaidan's 16<sup>th</sup> graduating class since the program started in 2005.

### Safety Summit at Lower Don

In early December, KO Constructors, a Kenaidan and Obayashi joint venture, hosted their first semi-annual Leadership Safety Summit at the Lower Don EW3 project.

The event was launched with a mandatory safety stand-down, which was attended by our workforce. A retrospective review of the project's safety performance was then presented to leaders representing various key stakeholders, highlighting initiatives aimed at fostering worker engagement and enhancing risk management. The summit concluded with a preview of key safety initiatives planned for 2025.

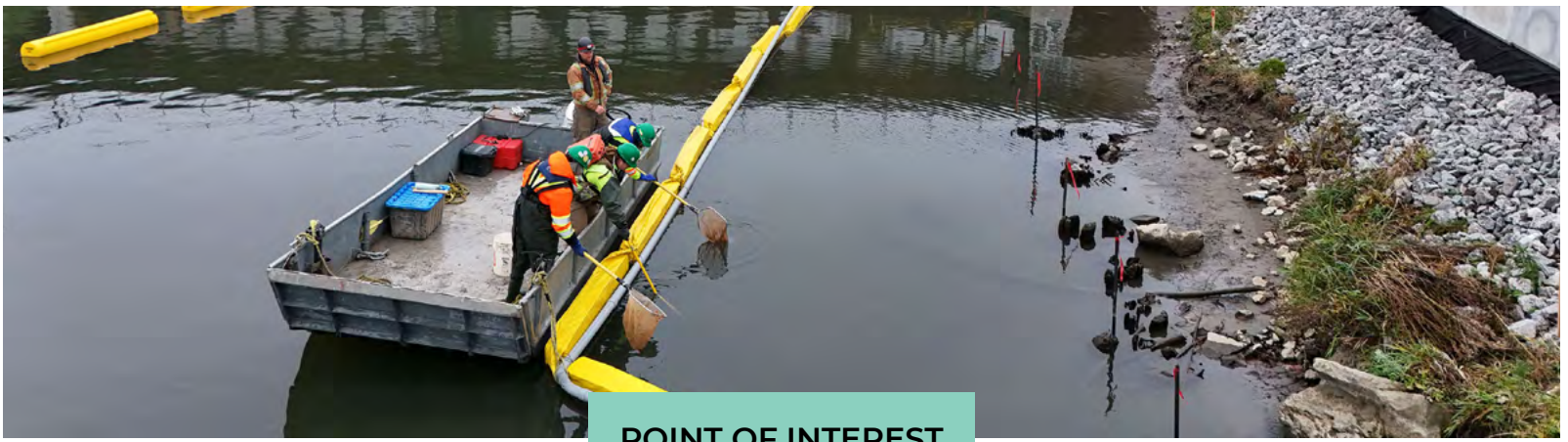


### Food Donation Drives

Every year, Team Kenaidan comes together for food donations, charity raffles, baked goods, and swag sales to support those in need. With Kenaidan matching the funds raised, we were able to make a meaningful contribution to Covenant House in BC, Covenant House Toronto, and the Peel Children's Aid Society (Peel CAS).



Thank you to everyone who participated and made a difference in our communities!



POINT OF INTEREST

## Lower Don River - Fish Relocation

The Lower Don site team is making significant progress while demonstrating a strong commitment to environmental responsibility. Our efforts to safely relocate fish and wildlife from the construction area is a critical step in minimizing the project's ecological impact and a contractual requirement.

KO Constructors, working in collaboration with GEMS, a local consultant, completed the first phase of the Don River fish relocation to protect the aquatic life prior to the in-water works. This was carried out

in partnership with various stakeholders and regulators, including the Department of Fisheries and Oceans (DFO), Ministry of Northern Development, Mines, Natural Resources and Forestry, local conservation authorities and First Nations. The in-water portion of work is required to allow for the construction of a new bridge spanning the Don River and Don Valley Parkway.

As part of the plan, GEMS established protocols for relocating species found in the affected areas of the river to safe habitats nearby. The operation requires

careful monitoring, mapping, handling, and the physical relocation of various fish species, from small minnows to larger, more sensitive species.

During the first phase, approximately 50 fish were relocated representing nearly a dozen different species in total. All wildlife caught were documented and identified for reporting and permitting purposes. It is anticipated that additional relocation phases will be required as our work progresses.

## Our Team, Our Community

### Kenaidan Welcomes

**Liam Williamson**, Recruiter  
**David Drozdowski**, Project Engineer  
**Adam Roberts**, BIM/VDC Coordinator  
**Daniel Stephen**, Director of Finance for Kenaidan Infrastructure Ltd.

### Corporate Donations

Kenaidan recently made donations in support of:

- WoodGreen Red Door Family Shelter
- Make-A-Wish Canada
- Steps for Life

### Charitable Matching Program

Kenaidan has recently matched employee donations to the following charities:

- Covenant House Vancouver
- Holiday Helpers Canada
- Covenant House Toronto
- Peel Children's Aid Society

**Contributing Editors:** Haris Arain, Seamus Rooney, Anna Lakhman, Anastasiia Voronina, Paulina Fedko, Marisa Nardini, Julie Dorie

### Kenaidan's Mission Statement:

- To provide responsible, quality construction services utilizing superior innovation and expertise.
- To develop and maintain long-term relationships with satisfied clients and suppliers.
- To create a safe, challenging and enjoyable work environment where employees share in corporate growth and success.
- To build on a sound financial base where future development is promoted over short-term gain.

