

COMPANY VISION

With offices strategically located across Canada and the United States, RBI will be the leading provider of electrical & communication solutions in the Industrial / Commercial / Institutional marketplace.

COMPANY MISSION

Through the strength and integrity of our team, we will provide our services on time, on budget, every time.

RBI Insight



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The First Word From WB.....

For the last number of years the Toronto Maple Leafs have used - "the passion that unites us all" - as one of their marketing slogans. While I may not be a fan of the Leafs, this phrase well describes just how devoted their fans are to the hockey team. Webster's dictionary describes passion as "a strong liking or desire for or devotion to some activity, object, or concept". Best-selling author and leadership guru John Maxwell describes passion as "fuel for the will" John also states that "Passion turns your have-to's into want-to's, he goes on to state "what we accomplish in life is based less on what we want and more on how much we want it".

I recently attended a lecture presentation at the Rotman School of Business in Toronto by Max Long, President and CEO of Microsoft Canada. At the end of the lecture, during a Q & A session a Rotman student asked Mr. Long what were some of the key qualities he looked for when hiring individuals at Microsoft. One of his "they must have's" was Passion - So Mr. Bell wants people working at Microsoft who have a strong liking or desire for or devotion to some activity, object, or concept. I can only guess he wants people who have passion for the activity and concepts they are working on at Microsoft.

For those of you that know me likely realize I have Passion - a Passion to see RBI as a leader in our industry. And I am thrilled to see the same passion in our team. The passion

that unites us all is venturing into new and exciting projects, of every size and magnitude; then delivering to our clients quality projects that meet and exceed their expectations. It may not be as exciting and flashy as a hockey game, but it's what we do, and we do it well! Thank you for being a part of our team and sharing your passion, it's contagious! And thanks for helping RBI be the best service provider we can be.

As we enter the holiday season, I also want to take a moment to wish everyone a safe and blessed time. Happy Thanksgiving (already past in Canada but coming for our American team members) and Merry Christmas to everyone. I encourage you to set aside your RBI responsibilities for a day or two and use these occasions to spend quality time with those who are most important in your lives, your family and friends. Enjoy some quiet time - or some crazy time, whatever puts a smile on your face.

God bless you and your families.

Wally Budgell
President, RBI





Business Development

Dave Graham
VP Business Development

North American Construction Trends

As with any number of business types, construction can fall victim to the seemingly daily emotional roller coaster ride of the news and markets. One constant however, is change and for the most part it actually is positive news. Change in the way we plan construction, change in the way we partner in construction, change in the way we finance construction, change in the way we deliver construction.

At the Canadian Construction Association (CCA) committee meetings and board meeting held a few weeks ago, it was exciting to participate in the energy of a group committed to be at the top of their game as a collective unit. One entity to help fulfill this mandate was the official launch of Canadian Construction Innovations (CCI). This group was funded with seed monies both from CCA and private enterprise to truly make it a joint effort to bring the best of class innovative approaches to quality construction at the forefront.

We at RBI are making great strides across all branches to bring these approaches and technologies to all that we do. Exciting times for sure!

Dave Graham,
VP Business Development

Leadership

We foster an environment of responsibility and accountability.

We teach.

We make a difference.

We find solutions, and are resourceful.

Our Culture

Robertson Bright Inc. is truly about people. We are after all, serving people in our business, and in their businesses.

We are passionate about the preservation of our culture and we don't just talk about it, we mean it. From the beginning, we were clear about what was important to us and what we wanted our culture to be.

This doesn't mean we won't make mistakes or have set backs, but it does mean we have a clearly defined way of doing things. We know that some people simply won't be happy working here, and that's ok. We are looking to attract and retain those who thrive in this type of environment.

ETDBW - Revisited

Eighteen months ago in the RBI Insight Spring 2012 edition I wrote a piece on ETDBW or "Easy To Do Business With". I had a number of comments and subsequent discussions about it and as such thought it timely to revisit the topic once more.

Everyday, there are a myriad of skills, technologies, safety considerations, manpower, materials, equipment and deliverables that we at RBI must "bring to the table" as a full service electrical and communications contractor.

So let's be clear at the outset. ETDBW is often anything BUT easy to do. It often demands extra effort, extra attention to detail, more informative communication, and heightened listening skills to both our clients and fellow staff alike! At the same time however, it not only brings more personal satisfaction to a job well done, it lets our clients know in the strongest of terms: They Matter. They

are not an inconvenience. They also make paydays possible.

The next few times you are being served by a company whether as part of your workday life or personally, consider if they are easy to do business with, and if not, what might you have done differently to have made it a more positive experience. It is amazing that in some instances, the differences are in fact fairly simple.

Our tagline is "Electrical & Communications Solutions". A solutions based company speaks to fulfilling a need. And if we fulfill that need for our clients with an ETDBW mindset, we not only have done the right thing by performing our job in the best possible way, but they just might share their positive experience with other colleagues, both within their own firms and through their other associations. And that translates into more work for us all. And that is a very good thing.



CHARITY CORNER

Summer passed by so quickly, the Charity committee hopes you had a great one! We are still looking for more input from the branches on charities they would like to sponsor or participate in.

In the meantime we will be sending out an email to all the branches in regards to the 2013 Movember event. As we all know, the more people we have participate the more the charity benefits. We

are looking forward to some great pictures so watch for the email.

The Charity Committee did the following donations since that last issue:

- 1) Kawartha Food Source \$200
- 2) Samaritan's – Flood Food Donation \$1,298.00
- 3) Boys Scouts Of America \$500
- 4) London Youth \$ 250.00
- 5) Renos For Heroes \$200

Again we would like to encourage more input and involvement from all employees. If you have ideas, or would like to share your stories, please contact:

Ross at ext. 223,
rossa@rbigroup.net
or
Diana at ext. 207,
dianai@rbigroup.net

Down &

Across - Tunneling & Boring underneath Toronto, ON

Top left & right: C & M McNally Engineering Corp. - Servicing equipment to keep the construction going.



Ward & Burke - Below - this micro-tunnels boring machine was brought in from the UK and required retrofitting to meet Canadian safety standards.



RBI's Control Panel Shop



Our fellows in the Mississauga Panel Shop are working on multiple boards of programmable controllers which are being pre-fabricated and installed in cabinets. This method allows for everything to go through strict quality control and testing processes in a clean and dry environment.

You don't get paid for the hour. You get paid for the value you bring to the hour.

~Kareem Abdul-Jabbar ~



Don't be afraid to give your best to what seemingly are small jobs. Every time you conquer one it makes you much stronger. If you do little jobs well, the big ones will tend to take care of themselves.

~William Patton~

RBI Safety Matters

Alberta to start the OHS Fines in January 2014

Alberta's Human Services Department has been given the challenge to improve provincial safety statistics. As of October 1st, they had been granted the right to issue administrative penalties up to \$10,000 per day to parties who do not abide by provincial occupational health and safety legislation.

As of January 1, 2014 they will be issuing on-the-spot cash fines against employers, owners, suppliers, contractors, or workers who put health and safety at risk. The most common tickets are ranging from \$100-\$500 for things like failing to wear personal protective equipment.

The goal is to encourage compliance within the legislation, and make health and safety a priority throughout the province. Other jurisdictions where similar fine schedules have been created have found that it has made a dramatic effect on workplace safety, and now are ensuring that PPE is worn.

Employers are encouraged to create a culture of safety, supervise and assign work appropriately, and provide the worker with training. The legislation was drafted to include the principles of fairness, so there wouldn't be a situation in which a worker would be unfairly penalized, when an employer isn't up to par.

In Ontario similar tools have been used by the Ministry of Labour's officers to ensure that worksites maintain a safe environment, the following are fines under the Ontario Court of Justice (Reg. 213/91):

Not adequately being protected by fall protection - \$295

Worker failing to use adequately grounded cord-connected equipment or tools; failing to wear protective headwear; protective footwear; protective eyewear; protective respiratory equipment; leaving a machine unattended - all these are subject to a \$195 fine.

When you come right down to it, being safe on the job site isn't to avoid fines or penalties, it's about your well-being and that of your families.

Safety is a choice, and one worth making.

Ontario Office News

"Communication begins when the intended receiver understands the message"... It sure is an interesting statement. Never before have we had so many ways to communicate. Sure if we want, we can still send snail mail or pick up the phone and make a call, but for a while now, those are no longer the only ways to send and receive information. Most of us will spend more time typing out an email on a keyboard, sending a text message, posting on Facebook, or perhaps even sending out a tweet. The question is... with so many options, are we doing a better job at communicating or are we causing more confusion and problems?

Recently, I have been a part of exchanges where I have been misunderstood and also misinterpreted what was being communicated to me. Upon reflection of where the breakdown had occurred, I realized that I was using my mouth when I should have been using my ears. In a focused rush to get things done, I had stopped

listening and started talking. I must admit that success in situations seems to come more often when I lead with my ears more than with my mouth.

Although the Ontario market continues to be very competitive we have a number of success stories. Our Explorer Drive 3 Story Design Build project will be ending in November, and will achieve a LEED Gold status. Work continues on the design award winning Fort York Visitors Centre, and will be enclosed by the end of the year. We are currently working on an accelerated construction schedule Micro Grid project with Powerstream, and will be a part of an Energy Showcase in the beginning of November.

We recently started with a crew at the Ford Oakville assembly plant, where we will be working through to a major Christmas shutdown.

Our Automation and Control group has started the second phase of a modification to the testing bays at the GE Peterborough site. We are on site at the GE campus everyday completing numerous projects.

Over the next few weeks we will be starting a number of healthcare related projects, both for the Lakeridge Healthcare group and the Credit Valley Hospital.

Our P3 pursuit team has been



very active over the last few weeks, on both the McMaster Children's Healthcare Facility, and the Peel Memorial Hospital complex. The McMaster submission is in its final stages, and the Peel pursuit is at the 75% milestone. As both buildings are being designed with the latest technologies as part of the requirements, the demands on our Design and Estimating teams have been strenuous.

Our panel shop has been very busy with a number of projects, and they are in the middle of completing the control panels for the Toronto Transit Commission.

It is wonderful to be a part of an active, engaged team that is focused on the customer, and providing the best service no matter the size of the project we have been contracted to complete.

It is not going to be very long and we will be wishing everyone a Merry Christmas... Let me be the first.

Brian Watson,
VP of Construction



Employee Spotlight



Christian Lowden has been the Truck Driver in Mississauga for 2 years. He's responsible for maintaining the shop and inventory for Garry. Although he loves driving material and equipment to the different job sites and helping out when needed, his ultimate goal is to become an electrician.

He loves hanging out with friends, camping, fishing and listening to live music. He loves hockey and is a Leaf's fan but can't wait for the World Cup...Go Argentina!! Christian lives at home with his parents and his 2 year old sister. Despite what he says when talking to him about her, you can see he has quite the soft spot for her, even when she's telling him "no".

Calgary Office News

In September we held our quarterly safety meeting, but this time we held it away from the office. We decided to meet at Speeders, an indoor race track for go-carts. We held the safety meeting and then off to the track. Everyone had 4 turns at the wheel, and in the end the winner was Scott Sanders who earned bragging rights, with Scott Johnstone and Frederic Audra close on his heels. A good time was had by all.

We are involved with small, medium and large general contractors, and we are able to keep them all happy because we have completed the work on time and on budget. This is a 'testimate' to the team in the field and office. I like to think it's because of good leadership but the truth is, the guys care enough to do a great job, and we are a better team because of our combined work ethic.

We have a number of projects starting in the next couple of months, and also more starting in the Spring, so the future is bright for "Robertson Bright" in Calgary and area. We are continuing to add valued manpower to the team, and we are still looking for more apprentices, journeyman and foreman.

Some of the projects we are working on:

True Construction – Alberta Infrastructure and Cloverdale Paint,

JR Contract Management – Turbo Care, John Howard Society, and Apex Hearing

Devitt & Forand – ongoing multiple fire hall upgrades, and also the Tower Chrysler reno

Epix Ltd – tenant improvement downtown

United Decorating – a retail paint store and also their office and warehouse (tenant fit-up)

We are also doing work with Scott Builders (8 projects), Ironwood, OPUS, Tull Properties and ELAN. Nice way to start off the fall.

Brian Stoddart
General Manager



Below - Shows the extensive grid system being installed at the NWG Project .



Above & Below - Calgary's branch had some fun after their last safety meeting and enjoyed some good-natured competitive racing. Congratulations to Scott Sanders for taking top honors', and to the branch for combining safety and a team building exercise into a singular event. Well Done!

Employee Spotlight

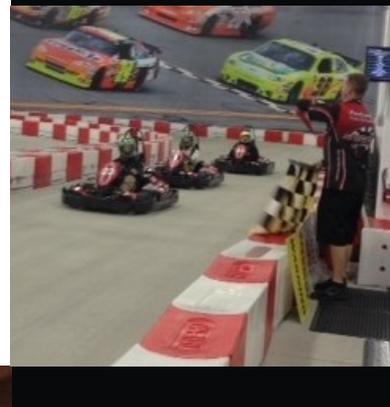


Steve Stagg has been with Robertson Bright since last October. He is one of our construction foremen, and is currently working on the North West Geo Project. This is a private medium sized aircraft hangar and office building.

He has been in the electrical trade for 11 years. He has worked at a pulp mill, and in the oilfield in Peace River, which is where he grew up. He moved to Calgary in 2007, where he worked in high rise construction and large scale commercial construction projects.

Here at RBI he likes the challenges of taking care of multiple projects at once in a fast pace, which has helped him become comfortable with the job progression from pre-plan to wrap up. This has helped with his evolution to running larger projects using his previous experience he brought with him, and also what he has learned since coming to RBI. He sees lots of room for growth within the company.

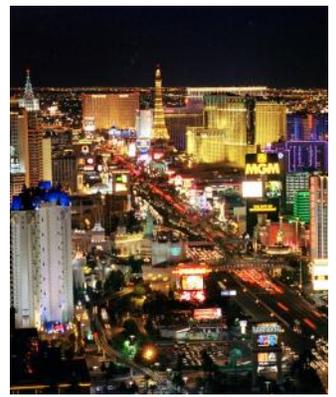
When Steve isn't working, he spends his time with his wife and their dog. He likes to watch football and stays active with slo-pitch, golf, dirt biking and motorcycling. He is also furthering his education by taking courses in Project Management, which is a goal he is working towards.





Las Vegas Office News

Greg Crader
General Manager



RBI Las Vegas is actively working on Station 108, located at 577 Page St. It's the third fire station built in three years to improve emergency response in the City.

The \$6.7 million station, set to open next summer, will be home to an engine company and rescue unit, two bays and three platoons of firefighters.

Project contractor Core Construction will build the station to LEED Gold standards, making the station energy efficient and sustainable.

Fall has arrived and not a moment too soon. The temperatures have finally fallen back to "reasonable" and after a long hot summer we are grateful.

The Ameristar / Pinnacle Gaming office has wound down to completion and now we are ready to start the remodel of the same facility, strange as it may sound. We will hope to have the remodel work completed by December and the owner will finally have the space they desired.

We have recently completed our pre-planning for Fire Station 108 for the City of Las Vegas as well. Our field work has now begun and we are excited to be on site and getting into the dirt. This project with CORE Construction is our second Fire Station for the City of Las Vegas, and it is the same design as the first one we completed Fire Station 106. We are excited

to apply the lessons learned on FS 106 to our construction of FS 108.

The office is also busy with pre-planning now in full swing for our Army Reserve Center project with Korte Construction in Sloan, Nevada. This sizable project is going to keep us busy for the foreseeable future as it consists of multiple buildings, and is an extremely detailed in nature. We look forward to getting in to the underground portion of work in the next few weeks moving into November.

Pre-planning will also start in late October for the New Jerusalem worship facility with Underground Inc. This facility is ground up construction for a new building that will house the church for many years to come. We are excited to start this project as it marks a significant step forward with our design build group, as the en-

gineering and design for this project have been handled "in-house". Here's to hoping the design-build market is returning to Las Vegas in big way!

October also marked our move into a new, long term, office/warehouse located at 5125 S. Valley View Blvd. Las Vegas NV 89118. This new facility has been remodeled for our needs, and we now have the requisite "room to grow". This new space will allow us to continue to expand our estimating team as well as remove the previous impediments to developing a robust pre-fabrication department.

Our work in Texas is starting to wrap up and we look forward to a few smaller commercial projects in the Phoenix / Tucson area wrapping up as well in the near future.

Moving from fall into the Las Vegas winter months will see us as a busy group that is clearly mobilized to continue our growth and add to our team.

Greg Crader
General Manager

New Boardroom located at the Las Vegas branches new facilities.



Mary Reed has been with RBI Las Vegas for a few months

now, and as the Office Manager she has proven herself a true value to our team. Mary oversees our role in AP/AR, as well as Payroll and all the other "things" that seem to come up regularly in the course of a day, week, month to keep an office working smoothly. Her construction experience and background have been a genuine asset as well. She has built submittals, tracked her own SOV's, and created Change Orders. So, when someone needs help her experience is greatly appreciated.

Mary enjoys travel and has been all over the world. I can personally attest to her recommendations on food when traveling! She told me about "The Office" down in Mexico and it was the best meal we had the whole trip! Mary loves: Cooking, going to movies, shows, plays and anything that expands her cultural awareness.

Accessibility for all People

Our operations in Ontario are subject to a law that mandates that all people (customers and employees) can expect to receive equal service, respect, understanding and access to everything RBI has to offer. But what does that mean to you? It means our office and service staff must do everything possible to assist clients (and their staff & clients, and each other) regardless of a person's disabilities.

In Ontario alone there are 1.5 million persons living with disabilities. This could be anything from a broken leg from a job site accident, recovery from surgery or cancer, or chronic condition that makes managing everyday activities difficult. Accessibility for Ontarians with Disabilities Act or AODA will see Ontario become fully accessible by the year 2025.

I have to tip my hat to the Region of York for putting out an excellent training video for their staff. If you have time to check it out: <http://www.youtube.com/watch?v=4v6u1x36L4>

There are five key areas to the Act: customer service, information and communications, employment, transportation, and built environments. What can you do as a RBI employee to assist our customers (and fellow employees)? Don't categorize them; educate yourself to understand what are considered to be disabilities, and how to engage a customer to better serve their needs. Remember to honor and respect independence and dignity.

Disability is described as any degree of physical disability, infirmity, malformation or anything that is caused by bodily injury, birth defect, or illness.

A condition of mental impairment or developmental disability is: a learning disability or dysfunction in one or more of the processes involved in understanding, using symbols or spoken language.

Some of the more common disabilities include - physical, hearing, vision, learning, mental health, developmental, and intellectual. We are not talking about impairment that comes from alcohol or drug use, or even a language barrier. Treating customers with disabilities isn't so different in how we treat customers without disa-

bilities. Your best way to assist our clients is to ask them how may I help you, or better yet, how can I best help you? Put the person first, not their disability.

Vision impairment: this doesn't necessarily mean you're blind; it's more of a range of vision loss, and in fact only one in ten of these people are totally blind. How to help someone with a visual disability: identify yourself as an RBI staff member. Ask them "may I help you" and speak directly to the person. Don't be afraid of asking questions, as they know best how you can help them.

Hearing disabilities: many people with hearing disabilities have service animals. They are recognizable by a vest or a harness that indicates that it's a working animal, and should not be touched or distracted as it may endanger either the person or the service animal. Service dogs are trained to alert a person to a telephone ringing, a fire alarm, or doorbell, etc. Speaking louder to a hearing impaired person isn't necessary, as it distorts lip reading. A light tap or a wave will do to attract someone's attention. Don't be afraid to ask if a person is a lip reader or uses residual hearing (these people usually will have a preferred side that they wish to be spoken to). If a person is a lip reader it's necessary to face them directly, and have good lighting if possible. Always keep in mind that service animals are allowed anywhere that customers are allowed.

Personal assistive devices: can include a support person, a service animal, a wheelchair, a walker, or a cane.

Physical Disabilities: there is a large array of things that would fit under physical disabilities including - amputation, car / or workplace accidents, cerebral palsy, Parkinson's, heart conditions, sports injuries, etc. Often these people's conditions are misunderstood, example - someone with multiple sclerosis is affected in their mobility, balance and speech; and may appear to be intoxicated, which often leads to

disrespect. Most people are not born with disabilities; so they too have to adjust to their new lives. When showing a customer some aspect of a job on site, and you sense that this person is having difficulty keeping up with you, alter your speed and slow down. Again asked how you can help.

Mental Illness: everyone experiences it differently. The greatest harm is attitudinal which primarily prevents inclusion. You may notice a customer either in person or on the phone who appears / sounds to be in a distressed state, suffering from agitation, temper, or obsession about details. Mental illness can contain a very broad spectrum including depression, anxiety, bipolar disorder, or schizophrenia. Quite often a person has no insight into their own behavior. Incorrectly labeled, people with mental illnesses are considered weak, violent, inept, un-intelligent, or not worthy, but one in five of all people will experience a bout of mental illness at one time in their lives. If you feel your customer is agitated or having a hard time understanding or participating in your conversation, ask how you can help. It's okay to politely and sincerely acknowledge that they seem to be struggling. Offer a few moments for them to gather their thoughts, or suggest they take a few minutes and call you back. A person may be having trouble concentrating, so it's okay to repeat things a few times to bring the person back into the conversation. You can also ask them to repeat information back to you so that you know they have comprehended your message.

Learning Disabilities: another invisible disability. This affects the way somebody perceives, remembers, thinks, and learns new information. It can and does make learning new things more challenging, but it does not mean that a person has decreased mental capacity. In fact many people with learning disabilities have average to above-average intelligence. Most people just require a different manner in which they need to acquire and

manipulate information given to them. In reality everyone has a preferred way of learning; it's called an individual learning style. But when these things are paid attention to, the learning process is more effective. Colleges, universities, and other academic institutions are taking these factors into consideration and many have established other methods to assist a student by using alternative testing (example - oral exams in place of regular exams to accommodate students). Ask people how they prefer to receive information and provide it in a different way that a person finds helpful (example - verbal, written, drawing or demonstrated). It may require more time or patience, however providing our customers with other service delivery options will make all the difference. As a personal example, I myself dictate my word processing versus typing, as my brain thinks faster than my hands can type or write. A small modification has made me more productive and as capable as everyone else. Most people wouldn't even realize I have a learning disability.

As employees of RBI, we have an obligation and commitment to our organization to make certain our services and products are accessible in a courteous and on time method for all people. Our customers with disabilities don't ask for special treatment, they are asking for the same time and consideration as we give our other clients without disabilities. Support our core policies and principles of integration, equality, dignity, and independence.

Most importantly consider the person first, not their disability. Ask how you can help, or better yet, ask how you can best provide that help. Speak directly to your customer, and if you don't understand, politely ask them to repeat. Listen and engage a customer and concentrate on meeting their needs. Barriers are coming down and remember, it's okay for them to refuse your help.

Irene Moniz

Manager of Corporate Services



Know your power and follow your passion. The power and passion springs from the beauty of your dreams, the depths of your imagination, and the strength of your values.

~Nancy Pelosi~

Calgary

Riley Boivin	Jan-13
Rob Davidson	Nov-03
Jason Godkin	Nov-23
Edvir Hidri	Nov-09
Rick McMurray	Nov-04
Art Mons	Nov-04
Scott Sanders	Jan-06
Chris Snelling	Dec-05
Stephen Stagg	Nov-07

Mississauga

Ross Armstrong	Jan-18
Marc Dodsworth	Jan-22
Henry Lukassen	Dec-17
Rob Walker	Jan-31
Dave Wheelan	Nov-22

Birthdays



Head Office

Wally Budgell	Nov-26
Carolyn Ferguson	Dec-03
Suhail Razick	Nov-04
Waqar Syed	Dec-24

Las Vegas

Rob Adair	Dec-19
Chris Booker	Dec-22
Greg Crader	Jan-24
Dominic DePalma	Jan-13
Daniel Garcia	Nov-04
John Jordan	Nov-29
Thomas Sadorf	Dec-03

Peterborough

David Bremner	Dec-31
Kevin Crowley	Jan-16
Don Penticost	Jan-02
Keith VanHoekelen	Dec-17
Bob White	Dec-02



Branch Office Locations:

Calgary - #2 215-36th Avenue N.E., Calgary, AB, T2E 2L4

Tel: 403-277-3077, Fax: 403-230-3986

Las Vegas - 5125 S. Valley View Blvd., Las Vegas, NV 89118

Tel: 702-914-2290, Fax: 702-914-2237

Kitchener - Tel: 519-578-3005

Mississauga - 2875 Argenta Road, Unit 1, Mississauga, ON, L5N 8G6

Tel: 905-813-3005, Toll Free: 1-877-813-3005, Fax: 905-813-8878

Peterborough - 618 Neal Drive, PO Box 1048, Peterborough, ON, K9J 7A5

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