KENAIDAN

TEAM KENAIDAN

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FEATURE PROJECT

Pearson LIFT: Accelerator Program

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FEATURE PROJECT

Pearson LIFT: Accelerator Program

Toronto Pearson continues to advance its plans for Pearson LIFT - Long-term Investment in Facilities and Terminals, launching a competitive selection process for the T1/T3 Revitalization program and selecting Pearson Accelerator Construction Team (PACT) to lead the planning, design and construction of the Accelerator program, delivering vital upgrades and revitalization of airport assets.

PACT brings together Canadian-led or founded businesses combined with global airport expertise and an extensive employee and operational footprint across Canada. PACT is a general partnership comprised of Kenaidan Contracting Ltd., Alberici Constructors Ltd., Amico Major Projects Inc. and Obayashi Canada Ltd., who have decades of experience across 170 airport projects.

PACT will be supported by a design joint venture of Egis and Mott MacDonald with key supporting expertise drawn from WW+P Architects, WSP Canada, and Woods Bagot.

The Accelerator program will be delivered through a Progressive-Design-Build (PDB) model, proven to enhance early and ongoing collaboration, flexible decision-making and cost control.

Pearson LIFT is poised to create thousands of jobs, support local businesses and supply chains, drive innovation and deliver wide-ranging benefits to Canada's aviation sector and beyond.

"These two major milestones are advancements of Pearson LIFT, investing in vital Canadian Infrastructure to position Toronto Pearson to compete well into the future. Reinforcing Canada's global connectivity is critical to strengthening supply chains, and fueling growth of Canadian innovation, business, and jobs," said Deborah Flint, President & CEO, Toronto Pearson.

Visit the Toronto Pearson website for more info: [LIFT | Pearson Airport]

Roles & Responsibilities

- **Owner:** Greater Toronto Airports Authority (GTAA)
- **Design-Builder:** Pearson Accelerator Construction Team (PACT)
- **PACT General Partnership:** Kenaidan Contracting Ltd., Alberici Constructors Ltd., Amico Major Projects Inc. and Obayashi Canada Ltd.

EMPLOYEE SPOTLIGHT

Josephine Lam Retires

After 26 years with Kenaidan, June 27th, 2025, marked Josephine Lam's official retirement. While she may continue to support the Finance team as needed, her retirement marks the culmination of a career that has left a lasting impact on Kenaidan.

Josephine completed her Bachelor of Commerce Degree from Concordia University, followed by her CPA designation from McGill University, before joining Kenaidan. In 1998, Josephine joined Kenaidan as a Senior Accountant. She was later promoted to Accounting Manager, responsible for general accounting, accounts receivable, accounts payable, and reception. In 2012, she transitioned to Corporate Accounting Manager, reflecting her broader responsibilities that included corporate banking, insurance, taxation, and managing the Team Kenaidan Shareholding Program.

She was hired by our former CFO, Peter Sullivan, who, along with Aidan Flatley, had a profound impact on her career. Her steady guidance and deep expertise were instrumental in supporting Kenaidan during its early years and throughout its continued growth.

"After more than a quarter of a century, we are sad and happy to see Josephine embark on her next adventure, retirement, said Aidan. *"During that journey with us, you have showcased your personal and technical skills to help position Kenaidan to where we are today. Your version of CETA was Care Enough To Ask, which will be remembered by many. I will miss our Monday afternoon catch-up, which did include a treat share! Josephine, enjoy your well-deserved retirement".*

Nobu Kohno of Obayashi Canada Holdings Ltd. added, *"Fifteen years ago, when Obayashi embarked within Canada and needed an instant understanding of the cooperative business with Kenaidan, Josephine, and her team understood our needs well and provided full support. She has been extremely kind to the subsequent generations of expatriates, including helping with their challenges in daily lives, and I cannot thank her enough."*

Known as the go-to person in Finance, Josephine was not only a dependable well of knowledge but a mentor, friend and trusted colleague to many. Her generosity in sharing her expertise and unwavering support helped shape the strong, collaborative culture we value today.

> "I am thankful for the opportunity to work with great people and for the friendships I have made. It has been a great privilege to work with all of you, and I hope in some small way my time at Kenaidan has had a positive impact on you, as you have certainly touched my heart in many ways."

As she enters retirement, Josephine looks forward to relaxing, spending time with family, travelling and learning Mandarin.

We thank her for her unwavering dedication, continuous support and contributions. To Josephine and her husband Ken, Team Kenaidan extends our warmest wishes for a well-deserved, fulfilling, and enjoyable retirement.

Lower Don Safety Summit

On July 30th, KO Constructors, a joint venture between Kenaidan and Obayashi, held its second semi-annual Leadership Safety Summit at the Lower Don Enabling Works Package 3 site. The event commenced with a mandatory safety stand-down involving the entire workforce. Following this, a retrospective overview of the project's safety performance was shared with leaders from key stakeholder groups, emphasizing initiatives that promote worker engagement and strengthen risk management practices.

FEATURE PROJECT

Ashbridges Bay Treatment Plant – Waste Activated Sludge Thickening Facility and South Substation Upgrades

Kenaidan is making steady progress on the Waste Activated Sludge (WAS) Thickening Facility and South Substation Upgrades at the Ashbridges Bay Treatment Plant. The new 20-metre-tall facility will house seven Alfa Laval centrifuges, supported on a hybrid foundation combining over 225 new driven piles with the retained foundations from the decommissioned Waste Heat Recovery (WHR) and Incinerator Buildings.

The structure itself is being constructed with conventional concrete tankage and a steel superstructure. It will feature sustainable design elements, including a green roof, solar wall cladding, and insulated metal panels.

To date, Kenaidan has completed several major components, including:

- Relocated internal plant water, WAS, and centrate piping
- Installed a new 600 mm storm system
- Reinforced the north wall with structural steel
- Modified the South Substation and exhaust stack, including exterior cladding, transformer, and 5kV switchgear installation
- Installed a freight elevator and completed silo building upgrades
- Carried out selective demolition and prepared retained foundations
- Demolished the existing WHR and Incinerator buildings
- Installed all steel H-piles for the base contract and completed Pile Drive Analysis testing

"This project is a complex demolition and construction project in a live wastewater treatment plant. Kenaidan and their subcontractors have largely completed pre-demolition and demolition activities and are now working on new building construction and electrical substation works." said Daniel Clark, Senior Engineer, for the City of Toronto.

"A huge project success in the past year was the successful demolition of a six-story Incinerator Building and a similarly sized Waste Heat Recovery Building that were attached to existing live facility buildings with no injuries and no property damage recorded. Due to the active treatment process in and around the work zone and multiple other ongoing contracts, the Kenaidan site team has had to accommodate a large number of inquiries and site visits from other parties. During this, we have found the site team remarkably easy to work with, coordinating plant work, consultant site visits, air sampling, geotechnical borings, and many other activities."

Looking ahead, Kenaidan will proceed with the remaining base scope concrete and structural steel work, followed by architectural, mechanical/process installations, and electrical work.

All work is being completed while the plant remains fully operational, requiring careful coordination with City staff to maintain uninterrupted service throughout the build.

Key Challenges

- Complex demolition construction in Canada's largest WWTP while maintaining operations
- Management and disposal of hazardous materials
- Staged deliveries to accommodate the limited site space available
- Planning, preparing, and executing critical plant system shutdowns

Roles & Responsibilities

- **Owner:** City of Toronto
- **Consultant:** Black & Veatch Canada
- **Demolition:** York 1
- **Piling:** Bauer Foundations Canada Inc.
- **Excavation & Yard Piping:** Pall-Con Construction Ltd.
- **Concrete Formwork:** Talvan Construction (Talcon) Inc.
- **Concrete Reinforcing:** Salit Steel
- **Concrete Supply:** Ontario Redimix
- **Concrete Restoration:** Vector Restoration Ltd
- **Masonry:** Bernel Masonry Ltd.
- **Structural Steel:** E.S. Fox Limited
- **Metal Fabrication:** Pengelly Iron Works Limited
- **Cladding, Aluminum Windows, Doors & Glazing:** Gage Metal Cladding Limited
- **Roofing:** Triumph Roofing & Sheet Metal Inc.
- **Painting, Coatings & Waterproofing:** Algoma Contractors Inc.
- **Freight Elevator:** ATTA Elevators Construction Ltd.
- **Mechanical, Process, Instrumentation, Electrical:** Modern Niagara Toronto Inc.

ENVIRONMENTAL UPDATE

Zero-Waste Events at Kenaidan

As part of our ever-growing sustainability program, we introduced our "Sustainable Meetings & Events Guide" during Earth Week this year. These resources are available to anyone at Kenaidan who is running a meeting or event and is interested in discovering how they can make it as sustainable as possible. The guides offer practical recommendations in areas such as communication, catering, circular procurement and venue – empowering Team Kenaidan to make thoughtful and eco-conscious decisions.

When put into full practice, these guides allow us to host large-scale zero-waste internal and external events. This means all materials used for the event, including décor, catering, and cutlery, will either be reused, composted or recycled, and no items will enter the landfill. We recognize that this is an ambitious undertaking which requires a lot of planning and coordination with suppliers.

Within just two months of releasing the guides, Kenaidan successfully transformed both of our largest and long-standing events of the year into zero-waste experiences.

In May, our internal company-wide Safety Week event welcomed over 200 attendees with reusable decorations, supplier-coordinated compostable and recyclable food containers, and vendor-verified waste stations staffed by trained personnel. We also had signage displayed at all the tables to inform all attendees of where each waste item can be disposed of correctly.

The following month, we hosted our annual Partnering Event, with over 300 guests. This zero-waste event was made successful by meticulous planning with our caterers and ensuring proper signage and waste bins were available. We also had rotating personnel at the waste stations to ensure proper disposal.

These guides have since been adopted for other events, such as our quarterly company BBQs and site lunches during Safety Week, helping to guide food choices, reduce packaging waste, and support proper disposal practices.

Kenaidan remains committed to embedding sustainability across our operations – one meeting and one event at a time.

COMMUNITY CORNER

Collingwood Duck Challenge

On July 1st, Kenaidan took part in the Optimist Club of Collingwood and Southern Georgian Bay Rubber Duckie Race – a fun, family-friendly event that sees hundreds of rubber ducks released into the Pretty River in a lighthearted race to the finish. Thanks to Herman and Tom for leading our quack team on the year's entries. Proceeds from the event support local youth programs and initiatives, helping to create meaningful opportunities and positive experiences for children and teens in the Collingwood community.

Projects Underway

The vertical cuts segmented the opening, allowing for easier demolition of the outer "wall layer" with a hydraulic hammer.

Bloor GO Station (TTC Connection)

This contract involves constructing a new underground box structure with various components, including a vestibule, electrical and communications rooms, a lifting station, mechanical rooms, sewage lift stations, and two elevators. It also includes modifications to the Crossways at P1 and P2 parking levels and the Dundas West TTC Station at track level. The project is expected to be completed in early 2026. Current work includes jet grouting for battered columns, installing a continuous work zone (CWZ) for safe project access, concrete and rebar repairs at Staircase C, and removal of walls at Staircase B and C for future station upgrades. Upcoming tasks include generator installation at Bloor GO and excavation and waterproofing of the pedestrian box structure.

Atlantic Packaging

Kenaidan successfully delivered three major projects at Atlantic Packaging, becoming a preferred formwork subcontractor and continuing at the Whitby plant with structural alterations and roadway repairs.

Our team built a strong partnership and expanded our scope, completing upgrades such as the Finished Goods Warehouse Retrofit, Truck Weight Scale, Wentworth Roadway, White Water Tank Foundations & Pump House, and the LF & SF Tank Foundations. Since 2022, the crew has placed over 1,785 m³ of concrete, with the Sub-H Building next.

Maple GO Infrastructure Improvements

In July 2025, construction activities at and around the Maple GO Station shifted focus to completing station platform and parking lot enhancements. Work included pathway paving, line painting in the station lots, and the installation of two cantilever gates. Drainage improvements were also underway near McNaughton Crossing, along with the installation of a new bike shelter.

Additional efforts included drainage work, establishing a temporary passenger pick-up and drop-off area, and relocating the existing temporary platform.

Recently Completed

GTAA Terminal 3 Parking Garage Structural and Mechanical Work and Wayfinding Improvements

Kenaidan successfully completed the Terminal 3 Parking Garage Structural and Mechanical Work and Wayfinding Improvements project. The upgrades included repairs to the vehicle bridge and enhancements to the garage to ensure long-term performance and improve the passenger experience.

Structural and Mechanical Work: The scope included repairs to concrete cracks, corroded steel, and damaged masonry, as well as mechanical updates like sump pit covers and pipe replacements.

Wayfinding Improvements: Kenaidan also replaced overhead gantry signs, installed new illuminated directional signage for motorists and pedestrians, and updated crosswalk markings. The project also included removing obsolete signs and providing design services for improved signage systems.

These improvements enhance both the functionality and safety of the parking garage while streamlining navigation for passengers.

Fleetwood Reservoir Phase 1 Successfully Completed

Kenaidan has successfully completed the Fleetwood Reservoir in Surrey, BC, a key infrastructure project to enhance the supply of clean drinking water to rapidly growing communities south of the Fraser River. Phase 1 featured a 13.6 million-litre dual-cell reinforced-concrete reservoir, along with an underground valve chamber, above-ground access building, piping installation, and storm and sewer systems. The project also included grading, access roads, noise mitigation, landscaping, and environmental protection. With full commissioning and system integration, the Fleetwood Reservoir ensures a reliable water supply to meet current and future needs.

ROAMING PHOTOGRAPHER

Our Company, Our People

Summer Kick-Off Party 2025

On June 21st, Kenaidan hosted a Summer Kick-Off event for our Ontario team at the Derrycrest office, celebrating our people and the many accomplishments achieved together.

The evening program featured self-guided office tours, a buffet dinner, interactive games, and live entertainment by Canadian country artist Marshall Dane. Guests also enjoyed a late-night disco in the atrium, while Kenaidan Park was transformed into a welcoming and beautifully styled outdoor gathering space.

Mayor's Golf Challenge Cup

On June 19th, Kenaidan took part in the Town of Collingwood's 26th Mayor's Golf Challenge Cup. This event supports Collingwood and District Special Olympics and the Community Council Grant Program.

Co-op Lunch

Last month, we hosted an appreciation lunch for our co-op students to recognize their hard work. For those in attendance, it was a great time to connect, share experiences, and enjoy good food while celebrating their contributions.

Kenaidan's Annual Partnering Event

On June 19th, Kenaidan proudly hosted our annual Partnering Event at the Derrycrest office, an occasion designed to celebrate collaboration and strengthen the bonds that drive our industry forward. This gathering serves as a cornerstone of our commitment to fostering meaningful relationships with clients, trade partners, suppliers, and employees, while also providing an opportunity to connect with new colleagues and reconnect with familiar faces.

The afternoon offered more than just great food and refreshments – it was a vibrant mix of conversation, networking, and entertainment. Guests were treated to engaging performances and a lively atmosphere that encouraged dialogue, idea-sharing, and relationship building in a relaxed setting.

We extend our gratitude to everyone who made this year's event such a success – from the many Kenaidan volunteers who dedicated their time and energy to the new attendees joining us for the first time, and the long-time participants who continue to return year after year. Your support, enthusiasm, and commitment are what make this event so meaningful.

Feature Crews

Ashbridges Bay Treatment Plant – TWAS

Left to Right: David Murray, Alex Maini, Ryan de Jesus, Sean Taghipoor, Joice Ponce, Kriselle Pereira, Geries Khneisser, Amir Saffari

Atlantic Packaging

Left to Right: Jonathan Rossi, Byron Estrada, Corey Leeming, Ken Henning

Our Team, Our Community

Kenaidan Welcomes

Lauren Macchiusi, Project Engineer
Seema Gupta, Project Controls Reporting Lead
Toulooe Bahramian, Legal Counsel
Sahra Shakouri, Scheduler
Parnian Mirabi, Project Coordinator
Sammie Leung, Mechanical & Electrical Project Engineer
Arian Molavi, Project Engineer
Harsha Goruganti, Estimator
Hoda Pourfarihi, Contract & Procurement Administrator
Parisa Khodabandelou, BIM Specialist
Cathy Nguyen, Accounts Payable Administrator
Moutassem Kouatli, Project Controls Lead
Omid Amiri, Scheduling Manager
Mustafa Mohammed, Environmental Administrator
Nathalia Hernandez Martinez, Systems Assurance Support Engineer
John Pierotti, Mechanical Coordinator
Dan Kalte, Project Superintendent

Congratulations to

Teresa Florentino on her promotion to Accounting Manager
Jessica Silva on her promotion to Junior Accountant
Paula Oake on her promotion to Quality Services Manager

Corporate Donations

Kenaidan recently made donations to:

- Jays Upfront Foundation
- Heart and Stroke Foundation of Canada

Corporate Sponsorships

Kenaidan recently sponsored:

- Faustina Fury Sports Club

Charitable Matching Program

Kenaidan has recently matched employee donations to the following charities:

- Threads of Life

Contributing Editors: Amir Saffari, Marisa Nardini, Julie Dorie, Anna Lakhman, Anastasiia Voronina

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.