On top in Toronto
Staying there is more than a spectator sport

ALSO INSIDE
Proactive construction management keeps us on top
2006 Quarter Century Club inductees

SPECIAL FEATURE: A Tribute to John Poole and Bob Stollery
Canada’s largest metropolis is being revitalized with massive new skyscrapers, large mixed-use developments, state-of-the-art infrastructure, and unique special projects. Given PCL Toronto’s view from the top as the leading builder in the area, there is no room for spectators on their team.

In maintaining our competitive edge in the robust Toronto construction market, getting to the top was tough, but with the dedication to our core values as a builder, we will continue to lead the marketplace.

“The enthusiasm and drive that our team has to be the builder of choice in Toronto, and throughout our entire PCL family of companies for that matter, is truly remarkable. We are always striving to set new records, looking for new and innovative ways to deliver our expertise to customers, and working as hard as we can to exceed expectations. This unrelenting passion is what we think motivates our customers to keep coming back — some of whom have been counting on us for decades, some of whom count on us right across North America.”

Rob Holmberg, Vice president
PCL Constructors Canada Inc. (Toronto)

It’s about the desire to listen to, understand, and partner with customers. “We really keep in mind that our customers’ time is very important to them. That’s why we are so dedicated to customer-focused activities like the partnering process we initiate on projects. Our people are committed to understanding what our customers’ vision of success looks like upfront — before we put the first shovel in the ground. Every member of a PCL Toronto project team then knows exactly where we need to go and we all push hard to get there.”

Brad Nelson, President
PCL Constructors Canada Inc.
Central and Eastern Region

“Staying on top in the Greater Toronto Area market takes continuous commitment, dedication, and effort.”

Award Recipient:
Institute of Transport Management — Best Global Airport — Toronto Pearson International Airport

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It’s about responding to customers’ needs at the time they need us the most. With the pace of construction activity as fast as it is in the Greater Toronto Area, the Toronto team is finding unique solutions to our customers’ construction challenges. In today’s market, that often means fast-track construction to meet strict timelines and budgets. PCL has proven that our team in Toronto can step up to meet whatever building challenge they face — when our customers need it the most.

PCL: Construction Leaders in Toronto

- first to offer in-house learning and development through the PCL College of Construction
- first to facilitate in-house partnering and collaborative team-building exercises with all customers
- led the way in sponsoring industry leadership programs
- led the way in enhancing national and multinational partnerships with key customers
- received Toronto Construction Association’s Innovation Award for the Safety Management Centre

“The heated construction environment in Toronto is something that we saw coming, which enabled us to plan for the rapid growth we are experiencing. In particular, we paid a lot of attention to training and developing our staff to manage the record-breaking construction volume we now are seeing. This has resulted in a well-prepared Toronto team positioned to exceed the expectations of our owners to stay on top!”

Chris Gower, District manager
PCL Constructors Canada Inc. (Toronto)

PCL Toronto by the Numbers

- Number of upcoming towers in downtown core = 7
- Number of condo units recently completed or underway = 5,508
- Industrial, Commercial and Institutional construction recently completed or underway = 11,533,707 square feet
- Healthcare construction recently completed or underway = 2,283,445 square feet
- Number of projects completed by Special Projects in 2006 = 55 (one per week)
Finding new ways to serve our customers has always been a focus for PCL. It's a tradition of construction excellence for us that has forged new ground in the pursuit of meeting our customers’ goals.

This tradition has helped us gain partnerships with many government and quasi-government organizations across Canada as they face mounting pressure to build new infrastructure and/or renovate aging infrastructure. PCL is helping meet these challenges by participating in unique partnerships for alternative delivery of construction projects. We are not only building the project, but, in some cases, are also working with partners to finance, maintain, and/or operate the structure. In Ontario, the move to Alternative Financing and Procurement (AFP) projects has taken on new life, with PCL Toronto building in excess of $600 million worth of infrastructure projects totaling 1.3 million square feet — in just twenty-eight to thirty-eight months. And...all to Leadership in Energy and Environmental Design (LEED®) certification standards.

- North Bay Regional Health Centre is a 724,000-square-foot build, finance, and maintain project.
- Durham Consolidated Courthouse is a 458,000-square-foot design, build, finance, and maintain project.
- Ontario Archives Building at York University is a 98,000-square-foot design, build, finance, and maintain project.
Mixed-use brings new life to urban centers

As North American urban centers continue to grow, consumer demand for convenience and accessibility in the workplace, learning institutions, entertainment/shopping complexes, and recreational facilities grows along with it. PCL is helping our customers meet this demand throughout the Greater Toronto Area, demonstrating to local residents that they really can live, work, learn, and play in their own communities.

The RBC Centre will be a forty-one-story, 1,375,000-square-foot office tower located on the southwest corner of Wellington and Simcoe Streets, across from Roy Thomson Hall.

Maple Leaf Square is a hotel, 872-unit condominium, shopping, and entertainment complex that will be built in an adjacent lot on the west side of Toronto’s Air Canada Centre. The podium area will contain a hotel, office space, daycare, retail area, fine dining restaurant, and large, high-tech entertainment sports bar and music club.

The Four Seasons Centre for the Performing Arts

The Leslie Dan Faculty of Pharmacy at the University of Toronto

The Hershey Centre Sports Complex will be a community sports centre connected to the existing Hershey Centre in Mississauga. It will feature an indoor soccer pitch, triple gymnasium, gymnastics facility, and two outdoor fields with artificial turf. It will be the new home to the Mississauga Sports Hall of Fame.

The Four Seasons Centre for the Performing Arts
Proactive construction management keeps us on top

PCL is second to none when it comes to working proactively with our customers to anticipate constructability issues and identify opportunities to save time and money. Two shining examples of thinking ahead for the customer come from our teams in Ottawa and Winnipeg.

Water Treatment Plant Foundations and Structures  PCL Winnipeg is completing the main concrete structure to house the new water treatment facility at Winnipeg’s Deacon Reservoir. To meet our customer’s limited budget and fixed schedule requirements, PCL’s construction professionals initiated a collaborative and proactive problem-solving approach.

What does our customer say about this approach?
“PCL has worked collaboratively to resolve constructability issues and has proactively investigated novel construction techniques which had the potential to offer cost and quality advantages.”
Tom Pearson, Project director
Water and Waste Department, City of Winnipeg

Constitution Square Phase III  While working on this nineteen-story office tower in downtown Ottawa, our PCL team worked closely with the customer and the customer’s main tenant during design. This approach by the project team used PCL’s onsite resources to minimize changes between base building construction and tenant fit-out, avoiding additional construction costs and saving time.

Queen’s Centre  Based on the escalating costs of construction in Ontario, Queen’s University changed their project delivery on the Queen’s Centre in Kingston from lump sum to construction management. PCL Ottawa’s ability to bring constructability and knowledge of market conditions to the tendering process will help our customer minimize escalating construction costs.
The hearts, minds, and hands of legendary builders constitute the inner fabric of a centennial of construction excellence at PCL. The recent passing of both John Poole and Bob Stollery, two of the people most responsible for the family of companies we enjoy today, reminds us that our past is the soul of our future.
John and George Take Poole Construction to a New Level

Poole Construction entered a new era of success in 1948 when our founder, Ernest Poole, sold the company to his sons, John and George. In the fifty-nine years that followed, John helped build what has become one of the largest contractors in North America, and he carried through on the common-sense ethics that propelled his father to start the company back in 1906.

John helped to initiate some of the greatest milestones in the company’s history, including developing our first logo, hiring Bob Stollery, and helping initiate the employee-ownership model. He also saw the construction of some of Poole’s flagship projects, including the CIL Polyethylene Plant in Edmonton and the Royal Canadian Air Force Base in Cold Lake. When he retired from active duty in 1977 (after selling the company to twenty-five employee shareholders), John was able to celebrate over seventy years of construction excellence and a new name for his father’s company: PCL Construction Ltd.

John Stayed in Touch

Even after he and George sold the company, John kept in touch with everyone through regular phone calls, letters, and appearances at our social events. He was among the first to receive a copy of our centennial book, The PCL Story: Our First 100 Years, and he was on hand to cut the ribbon at the grand opening of our Centennial Learning Centre in Edmonton. John was also an eager contributor to our employee magazine, Hard Hat Highlights, and he was easily accessible at his downtown Edmonton office every day. Despite his full-time commitments as a philanthropist and community activist, John always had time for PCL.

John’s Community Involvement

Throughout his career at Poole and into retirement, John was a passionate philanthropist and community supporter. He and his wife, Barbara, deliberately stayed in Edmonton after selling the company in 1977 because, according to John, “You should try to help your community if you’re fortunate enough to have that opportunity.” To that effect, the Pooles became pillars of the Edmonton community, donating their time and money to causes like the arts, wilderness preservation, the environment, and post-secondary education. In recognition of his tireless activism, John was the recipient of countless awards, most notable among them the Order of Canada (1996), the Queen Elizabeth II Golden Jubilee Medal (2001), and the Alberta Order of Excellence (2004).

Bob Takes PCL to Number One

Bob Stollery began his PCL career in 1949 as a site engineer in Edmonton. It was to set the stage for a lifelong career, during which Bob was entrusted to run the company by the Poole brothers. He would ultimately become chairman, president, and chief executive officer of the organization and lead it into employee ownership.

“The smartest thing we ever did was to hire Bob Stollery.” —John Poole

Bob was in on countless construction projects during his time — many of them landmark for Poole and PCL. He helped company founder, Ernest Poole, with the rebuilding of the Jasper Park Lodge in 1952, and led the transformation of a barren parcel of land in the Northwest Territories into the town of Inuvik, part of a northern Canadian adventure that would encompass seventeen years. Bob would go on to develop one of the most successful client partnerships we continue to have today, with Oxford Properties. He would lead building of the massive and leading-edge Walter C. Mackenzie Health Sciences Centre health-care complex in Edmonton. In the 1970s and early 1980s, Bob laid the groundwork for PCL to become a major industrial contractor.

In 1988, Bob retired from full-time active employment with the PCL family of companies. Under his leadership, PCL had grown to become one of the largest general contracting organizations in North America.

Bob and Employee Ownership

Bob's most famous footprint among many in his legendary history with Poole Construction and the PCL family of companies is the vision he brought to life in having the company's employees own the company. In 1977, he signed the closing documents with John and George Poole to execute the sale of Poole Construction Limited to twenty-five senior managers. This sale, led by Bob, paved the way for employee ownership in the PCL family of companies. Today, more than 2,000 PCL employees benefit as shareholders in the PCL family of companies due to Bob's vision in the 1970s.

Bob's Community Involvement

For twenty-five years, Bob and his wife, Shirley, led a tireless pursuit for a suitable health-care facility for sick children in Edmonton. In 2001, their dream came to life with the official opening of the world-class Stollery Children's Hospital. The Stollerys' philanthropy touches thousands of others in our communities through programs and facilities like the Stollery Charitable Foundation, the Edmonton Community Foundation, and the Stollery Executive Development Centre (University of Alberta School of Business) — just to name a few.

In recognition of Bob's business leadership and philanthropic efforts, he has been the recipient of many awards, including the Canadian Business Leader of the Year (1993), the Paul Harris Fellow by Rotary International (2000), the Order of Canada (2001), and one of the 100 Edmontonians of the Century (2004).

Bob passed away on March 14, 2007 after a courageous battle with cancer.
“John Poole was very much a family man who passed on his father Ernie’s rules to all our employees. When I joined PCL, I spent three months in Edmonton away from my family, and John invited me one weekend to join him with his family at their lake cottage.

Bob Stollery is well known for giving back to his community. He graciously sold his PCL shares to many PCL employees, making many of them wealthy who now follow his example of giving.”

— Joe Thompson, chairman of the board

“I believe I can speak for others who share the thought that we were privileged to have known Bob and to have worked with him. He left his mark on all of us, especially inspiring us to make our world a better place.”

— Hank Gillespie, board member and former CFO

“Bob was a mentor and inspiration to my father, Nick, a dear friend to my mother, and a guide and conscience for all of us at PCL.”

— Steve Oneschuk, North American Headquarters, 13 years

“I remember when Mr. Stollery would come to site. I was just a young foreman, but he knew my name and my wife’s name.”

— Jeff deKorver, PCL Civil Constructors, Inc. (Tampa), 27 years

“John was a real gentleman, and a truly fair individual. When he made a decision, he didn’t use contracts; it was all on your good word. I think he got that from his father, and all the Pooles enforced a family atmosphere that has lasted even into the present. He treated everyone like family.”

— Archie McKay, retiree and 32-year veteran

“John Poole and Bob Stollery were true gentlemen who treated all those around them with respect and dignity. They were genuinely interested in people and always took the time to inquire how you and your family were doing. Both were always very appreciative of any task you did for them, no matter how small or insignificant, which just made you want to do more! I feel so fortunate to have known two such fine outstanding gentlemen.”

— Shari Thompson, North American Headquarters, 18 years
Experience and tradition

Our diverse and experienced group of construction professionals is pleased to be of service to you across continental North America, the Hawaiian Islands, and the Bahamas. The tradition continues as we introduce you to our 2006 PCL Quarter Century Club inductees, recognizing twenty-five years of service with PCL. There are now 369 members in PCL’s Quarter Century Club.
PCL FAMILY OF COMPANIES

Our operations are carried out by a number of independent companies which operate in different construction markets or geographic areas.

Buildings

Our full-service buildings operations support the work of project sites across North America. This network of construction professionals rises to the challenges associated with our diverse buildings portfolio, bringing added value to every commercial, institutional, educational, and residential project. While we’re better known for our larger projects, such as airports, sports facilities, and office towers, we also excel at smaller unique projects, such as renovations, restorations, and repairs.

Industrial

Our industrial companies, which are located strategically throughout North America, respond to the unique construction needs of our clients in the petrochemical, oil and gas, pulp and paper, mining, and power and cogeneration industries. In addition to offering Construction Management services, we offer a full range of general contracting services, specializing in mechanical, civil, and electrical construction, as well as piping and plant shutdowns/turnarounds.

Civil

By nature, civil work is geographically diverse and extremely demanding. This has made us versatile civil builders — equally at home building on land or over water, in busy cities or in remote areas. Our civil teams possess the ingenuity and the experience needed to undertake any civil structure imaginable — from bridges, overpasses, tunnels, and interchanges to water-treatment facilities, pipelines, and light-rail transportation projects.