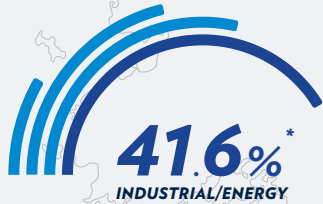


# CANADA



## 2014 RECOGNITIONS

### COMPANY AWARDS

Service Excellence and Outstanding Contribution, Annual Supplier Awards, CBRE Best Workplaces in Canada (Halsall Associates), The Great Places to Work Institute David Thompson Award, Innovation in Geomatics Platinum Elite, Canada's Biggest Infrastructure Projects, Renew Magazine

### PROJECTS AWARDS

Griffintown District II, Island 10 project, Armatura Award, Quebec Institute of Reinforcing Steel (IAAQ)

Bridgepoint Hospital - 2014 Ontario Association of Architects (OAA) Award, Design excellence

Victoria Linklater Memorial School, North Spirit Lake, Ontario

Ontario Wood WORKS! Awards, Northern Ontario Excellence Award

School of Social Sciences, Vanier Hall (University of Ottawa) Ottawa, Ontario

Ontario Wood WORKS! Awards, Interior Wood Design Award

Mount Pleasant Substation, Award of Excellence in the Natural Resources, Mining, Industry & Energy category, Association of Consulting Engineering Companies (ACEC) awards

Museum of Human Rights, Global *ENR* award in the Cultural category

### PEOPLE AWARDS

Doug Webber, Green Building Practice Leader (Halsall Associates), CaGBC Greater Toronto Chapter Innovation in LEED Leader Award



**C\$689M\***  
NET REVENUES



**6,500**  
EMPLOYEES

\* DATA INCLUDES PARSONS BRINCKERHOFF'S NET REVENUES FROM OCTOBER 31 TO DECEMBER 31, 2014 AND FOCUS' NET REVENUES FROM APRIL 10, 2014 TO DECEMBER 31, 2014.



## **DAVID ACKERT**

President and Chief Executive Officer, Canada

**2014 WAS A VERY ACTIVE YEAR FOR OUR REGION MARKED WITH TRANSFORMATIONAL PROJECT WINS, ACQUISITIONS, AS WELL AS INTEGRATION AND REBRANDING ACTIVITIES. THE SIGNIFICANT GROWTH WE HAVE ACHIEVED THUS FAR HAS LED TO INCREASED OPPORTUNITIES FOR OUR PEOPLE. AT THE START OF THE MILLENNIUM WE WERE A COMPANY OF 500 PEOPLE, PRIMARILY BASED IN QUEBEC. OVER THE COURSE OF THE LAST 15 YEARS WE HAVE GROWN INTO AN ORGANIZATION OF APPROXIMATELY 32,000 EMPLOYEES IN 39 COUNTRIES AROUND THE WORLD.**

This is not only a remarkable story for WSP, but it truly is one of the great stories to come out of Canada. Since we have primarily grown through acquisitions, we now need to operate as “one company” that knits together our strengths, diversity, entrepreneurial spirit and proud history in order to deliver as Canada’s premier engineering firm. This was one of our main focus areas in 2014.

### **OPERATIONAL REVIEW**

In the first month of 2014, our Canadian operations rebranded from GENIVAR to WSP. A tremendous effort was made by

all our people to fully position the brand and to leverage the expertise of WSP’s international team (primarily in buildings) into the Canadian market. One year later, on January 1, 2015, Focus, an acquired firm with expertise notably in oil & gas engineering and geomatics, also rebranded and officially became WSP. Both of these significant events offered the perfect occasion to celebrate our combined success, as well as to connect with our clients and to strengthen our relationships.

Furthermore, the Parsons Brinckerhoff acquisition brought additional Canadian colleagues from Parsons Brinckerhoff in Canada along with its sister companies (most notably the Halsall >

Group & Pivotal Projects which primarily delivers buildings services and project management services, respectively). No time was wasted in organizing our teams, pooling our resources and being awarded with several joint mandates. Today, as a combined entity, our focus is the continued delivery of high quality projects through our enhanced and complementary pan-Canadian reach and expertise.

With solid growth in Canada, both in terms of our increased employee count and our diversification of services, our industry recognition continues to move upwards. Most recently, the publication *Renew Canada* released their Top 100 rankings consisting of Canada's biggest infrastructure projects. With involvement in 28 of the top 100 infrastructure projects in Canada, our firm was awarded the highest recognition, the "Platinum Elite" classification. Our know-how and service offering continue to grow in both diversification and depth with each passing year.

Many changes have occurred within the organization of our operations over the past year. Today, we have a flat organizational structure that identifies and connects well with the diverse nature of the end markets available to us. For example, environment, geomatics, energy, aviation and telecommunications are all national product lines and some of the larger groups across Canada. The size and scope of the current organization also helps us gain entry into the bigger design/build and Public-Private Partnerships (P3) markets. For instance, a consortium of which we are a member was recently

awarded the Turcot Interchange project – one of the largest design/build projects ever awarded by the Quebec Ministry of Transportation.

Earlier in the summer, Focus and WSP were awarded their first successful joint-bid with Alberta Transportation for the Highway 43 rehabilitation proposal.

Towards the end of the year, the Regional Municipality of Waterloo extended an existing contract with Parsons Brinckerhoff and WSP as the region's general engineering consultant. The team will also be designing one of Ontario's first light rail transit systems in decades connecting cities of Cambridge, Waterloo and Kitchener.

We are very encouraged to see joint mandates being awarded so quickly and we believe this is further recognition that these acquisitions truly are a complementary fit to our existing service offering.

## **GOING FORWARD**

Looking at 2015, forecasters predict that the overall economic growth will be modest over the course of the year with an expected GDP growth rate of 2.1%. In 2014, the Canadian government announced \$5.8 billion in infrastructure spending over the next three years. The use of P3 as a model for furthering the delivery of infrastructure projects continues to increase with 44 P3 projects under construction across Canada (and another 27 at the preliminary and shortlist stage). This is a huge opportunity for WSP as we continue to leverage a significant reservoir of talent and know-how from both our Canadian and world-wide operations, into large-scale transportation and buildings projects.

We have also seen an increasing demand for environmental services. Statutory requirements and public pressure continue to drive the need for premier environmental services across

Canada and globally. We are continuing our efforts to broaden and deepen our coverage in this sector's local markets.

Although low oil prices may have created uncertainties, there are both opportunities and challenges in the 2015 landscape and beyond. Regardless of market circumstances, we intend to capitalize on our national diversity, global reach and extensive expertise to drive profitable growth. Our goal is to continue to build towards top tier leadership in all core markets and geographies across Canada. Key areas for growth in 2015 include:

- Capitalizing on Canada's aging infrastructure and its immediate need for development;
- Growing our tall buildings market share and our building sciences capability;
- Growing and leveraging our rail capabilities across Canada;
- Developing a national environmental, geomatics and geotechnical business, and the expansion of key services into international markets being serviced by our Canadian customers;
- Leveraging Parsons Brinckerhoff's large project experience to generate more opportunities and success in the P3 market.

For WSP in Canada, the opportunities are numerous and we intend to take full advantage of them.



**DAVID ACKERT**

President and Chief Executive Officer, Canada

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WITH SOLID GROWTH IN CANADA, BOTH IN TERMS OF OUR INCREASED EMPLOYEE COUNT AND OUR DIVERSIFICATION OF SERVICES, OUR INDUSTRY RANKINGS CONTINUE TO MOVE UPWARDS.



# CHUM

MONTREAL, QC

WSP is the project manager, in consortium, in this two-phase project. A new hospital and research centre will replace the three facilities which currently make up the CHUM – the Hôtel-Dieu de Montréal, Hôpital Notre-Dame, and Hôpital Saint-Luc. The research center was completed in 2013, and the hospital is scheduled for completion in 2020.

## CLIENT

Centre Hospitalier de l'Université de Montréal (CHUM)

## ARCHITECTS

Research Center: NFOE et associés, Menkès Shooner Dagenais LeTourneux, Jodoin Lamarre Pratte, Lemay et Associés, Parkin; Hospital Complex: Cannon Designs, NEUF Architectes

## SECTOR

Healthcare

## MAIN SERVICE

Project Management

## AWARDS

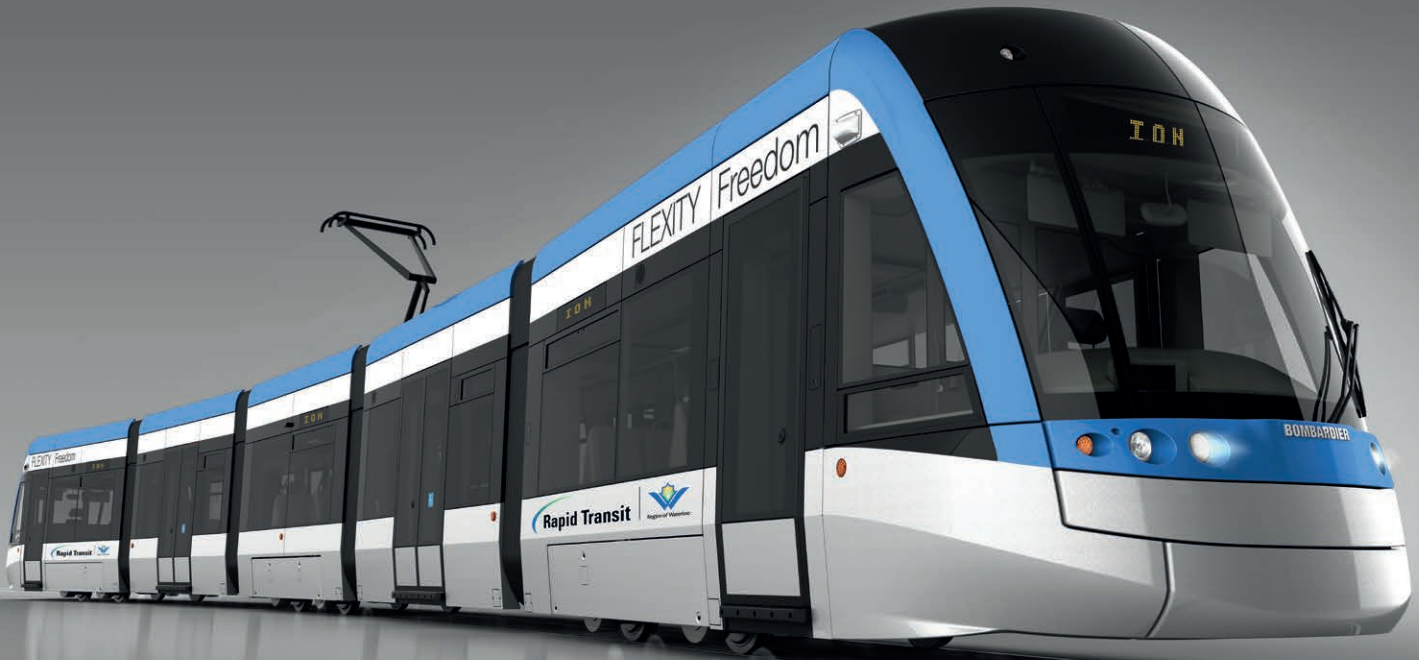
Élixir Project of the Year Award 2014





# CANADA





**KICKING HORSE CANYON HIGHWAY  
IMPROVEMENT PROJECT**  
EAST OF GOLDEN, BC

**CLIENT**

British Columbia Ministry of Transportation

**SECTOR**

Transport

**MAIN SERVICE**

Design Services; Geotechnical Design; Environmental Services; Geometric Design; Structural Design



**WATERLOO LRT**  
WATERLOO, ON

**CLIENT**

Regional Municipality of Waterloo

**ARCHITECTS**

Architecture49

**SECTOR**

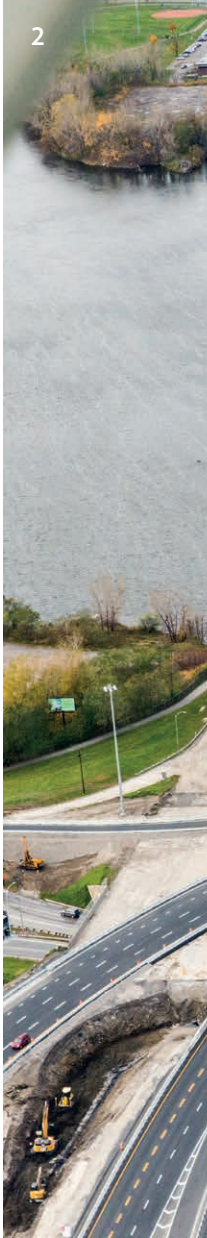
Transport

**MAIN SERVICE**

General Engineering Consultant Services



# CANADA



## **NEW REHEAT FURNACE PROJECT** **LONGUEUIL, QC**

**CLIENT**

ArcelorMittal

**SECTOR**

Industrial

**MAIN SERVICE**

Project Management; Cost Control;  
Scheduling; Structural; Mechanical and  
Electrical Engineering; Request for Proposals;  
Bid Analysis; Contract Negotiations



**NEW ÎLE DES SŒURS BYPASS BRIDGE**  
**MONTREAL, QC**

**CLIENT**

The Jacques Cartier and Champlain  
Bridges Incorporated

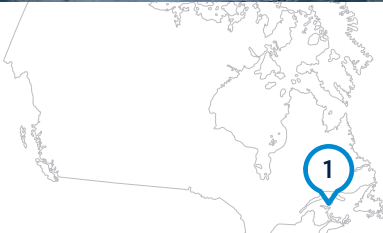
**SECTOR**

Infrastructure

**MAIN SERVICE**

Bridge Design; Technical Support

# CANADA



**McINNIS CEMENT PLANT**  
**PORT-DANIEL-GASCONS, QC**

**CLIENT**

Ciment McInnis Inc.

**SECTOR**

Environment

**MAIN SERVICE**

Environmental Assessment; Auditing and Permitting; Ecosystem and Monitoring Studies; collaboration with Industrial on Engineering; Procurement and Construction Management



**BRIDGEPOINT HOSPITAL**  
**TORONTO, ON**

**CLIENT**

Bridgepoint Active Healthcare, Plenary Health  
(Plenary Group, PCL Constructors Canada Inc. and Johnson Controls Inc.)

**ARCHITECTS**

Planning, Design and Compliance Architects: KPMB Architects/Stantec Architecture; Design, Build, Finance, and Maintain Architects: HDR Architecture/Diamond Schmitt Architects

**SECTOR**

Healthcare

**MAIN SERVICE**

Structural Engineering; LEED Project Management; Building Energy Simulation; Durability Services



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# CANADA



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Steam Generators - Image courtesy of Cenovus Energy

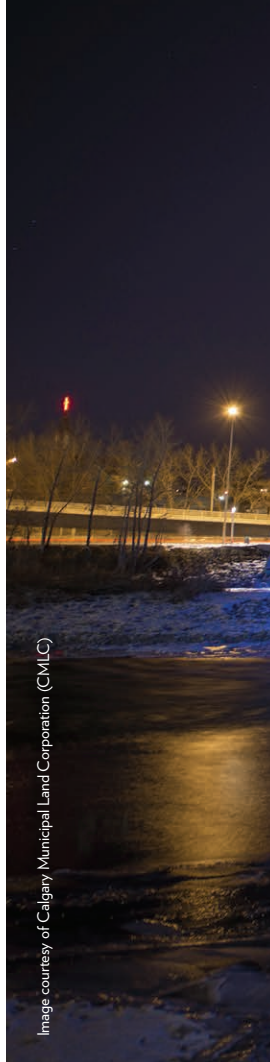


Image courtesy of Calgary Municipal Land Corporation (CMLC)



**SAGD FACILITY**  
NORTHERN ALBERTA, AB

**CLIENT**  
Cenovus  
**SECTOR**  
Industrial  
**MAIN SERVICE**  
Facilities Engineering



**ST-PATRICK'S BRIDGE**  
CALGARY, AB

**CLIENT**  
Calgary Municipal Land Corporation (CMLC)  
**ARCHITECTS**  
RFR - Jean-François Blassel  
**SECTOR**  
Infrastructure  
**MAIN SERVICE**  
Pedestrian and Bicycle Bridge Design

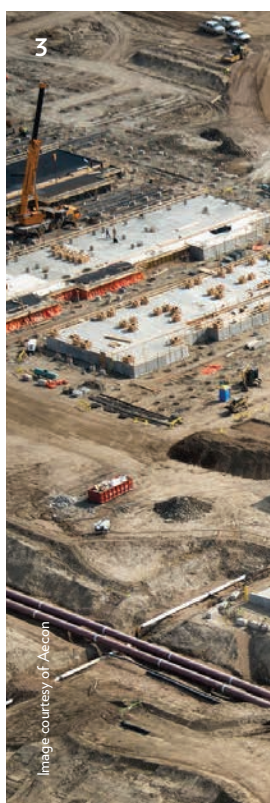
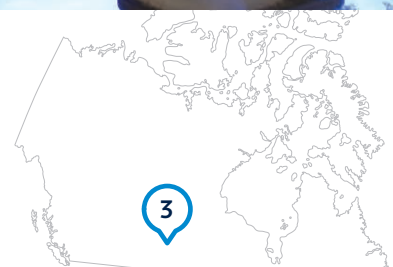


Image courtesy of Aecon



**K+S CONCRETE NORTH TANK FARM & ECC**  
**BETHUNE, SK**

CLIENT

PCL Construction Management Inc.

SECTOR

Industrial

MAIN SERVICE

Construction Survey Services