DEEP DIVE
CHAD EVANS ON WHAT IT'S LIKE TO CONDUCT AN UNDERWATER INSPECTION IN MURKY WATERS

WE DO THAT?
PART 3
Tigers. Drones. Connected and automated vehicles. Oh my!

FROM ACQUIRED TO INSPIRED
10 employees share how joining Stantec through acquisition has proven inspirational

10 YEARS OF R&D
Celebrating a decade of development

STANTEC'S EMPLOYEE MAGAZINE
SUMMER 2016
WHAT’S GOING ON (LINE)
Content worth checking out from across Stantec’s digital universe

SMKC
Social Media

Infrastructure Matters
Check out our social channels May 16-20 to find out why
Infrastructure matters

Making Inroads
From the water we drink to the roads we drive, infrastructure affects every aspect of our lives. So this Infrastructure Week, May 16-20, we joined with other infrastructure supporters to celebrate our oft-underrated (but oft-forget) infrastructure. Thousands of citizens left more than 3,000 million impressions on social media. See why infrastructure matters to Stantec Infrastructure professionals by searching #InfrastructureMatters on Twitter or by searching for and following our Stantec Instagram account.

STANET VIDEO HUB

Shedding the skin: how the library went 21st century

Craivity is...
Imagine all the projects with compelling stories that never get told. We find these impressive stories and tell them in dynamic ways on the homepage of stantec.com using image carousels, animations, videos, and more. Last year we focused on inspiration and how our projects “got us thinking.” This year we’re exploring what “Creativity is . . .”. Check out how our Stantec Marketing Knowledge Center (SMKC) Fast Find can help. Simply access that content. Yes, it’s that easy. Now if only all our proposals were that easy!

STANET VIDEO HUB

The New HR Tab: Bringing it all together for you
Need Human Resources (HR) information fast? The new HR tab—found in the top navigation menu on the Stantec homepage—makes it easier than ever. From this single hub, you can access the tools and resources that will help you meet your personal and professional needs. Search common topics like Benefits, Learning & Training, and Career Development, or explore new sections like Diversity & Inclusion, Career Opportunities, and Global Talent Mobility. Convenient, intuitive, and quick. Check out the HR tab today!

Getting Splashed
To find links to all online content referenced in spark, type the following into your computer’s search engine: sparkmag@stantec.com or by calling the editor.

We Want Your Story Ideas
We want to hear from you. Tell us why you think, and share your story ideas by contacting sparkmag@stantec.com or by calling the editor. Send us your ideas and we will publish them in spark. We want your story ideas.

We Want Your Story Ideas
We want to hear from you. Tell us why you think, and share your story ideas by contacting sparkmag@stantec.com or by calling the editor. Send us your ideas and we will publish them in spark. We want your story ideas.

We Want Your Story Ideas
We want to hear from you. Tell us why you think, and share your story ideas by contacting sparkmag@stantec.com or by calling the editor. Send us your ideas and we will publish them in spark. We want your story ideas.

LIVING THE PLAN

In this issue, we explore how we are better together.

6 From Acquired to Inspired Employees we’ve welcomed through acquisition share how they found inspiring work at Stantec.

18 Taking the Initiative, Part 1: From Sea to Shining Sea How our strategic initiatives help our clients get more products to more markets.

25 Rules of Engagement How creative ways to engage with clients that help strengthen our client relationships and cement our services.

THE 3Cs

Stories about community, creativity, and client relationships.

10 What’s It Like To . . . perform underwater inspections in murky waters?

12 A Decode of Development Ten researchers share how Stantec’s R&D Fund is helping their clients and communities.

22 We Do That? Part 3: Where the Wild Things Are Our experts talk on figure, drone, and connected and automated vehicles. Oh my!

AND ALSO . . .

2 What’s Going On (Line) Content worth checking out from across Stantec’s digital universe

4 From Bob Connecting the Dots

5 Local sparks News from around Stantec

9 Six-Ward Stories Unpacked

13 Chris Ples

21 Burkhard Mushatmann

26 A Round of Applause! Milestones serve awards showcase words of wisdom

29 In Memoriam Condolences for those we’ve lost

10 Taking the Initiative, Part 1: From Sea to Shining Sea How our strategic initiatives help our clients get more products to more markets.

12 Taking the Initiative, Part 1: From Sea to Shining Sea How our strategic initiatives help our clients get more products to more markets.

25 Rules of Engagement How creative ways to engage with clients that help strengthen our client relationships and cement our services.

What’s Going On (Line) Content worth checking out from across Stantec’s digital universe

4 From Bob Connecting the Dots

5 Local sparks News from around Stantec

9 Six-Ward Stories Unpacked

13 Chris Ples

21 Burkhard Mushatmann

26 A Round of Applause! Milestones serve awards showcase words of wisdom

29 In Memoriam Condolences for those we’ve lost

What’s Going On (Line) Content worth checking out from across Stantec’s digital universe

4 From Bob Connecting the Dots

5 Local sparks News from around Stantec

9 Six-Ward Stories Unpacked

13 Chris Ples

21 Burkhard Mushatmann

26 A Round of Applause! Milestones serve awards showcase words of wisdom

29 In Memoriam Condolences for those we’ve lost

What’s Going On (Line) Content worth checking out from across Stantec’s digital universe

4 From Bob Connecting the Dots

5 Local sparks News from around Stantec

9 Six-Ward Stories Unpacked

13 Chris Ples

21 Burkhard Mushatmann

26 A Round of Applause! Milestones serve awards showcase words of wisdom

29 In Memoriam Condolences for those we’ve lost

What’s Going On (Line) Content worth checking out from across Stantec’s digital universe

4 From Bob Connecting the Dots

5 Local sparks News from around Stantec

9 Six-Ward Stories Unpacked

13 Chris Ples

21 Burkhard Mushatmann

26 A Round of Applause! Milestones serve awards showcase words of wisdom

29 In Memoriam Condolences for those we’ve lost
Connecting the Dots

Twenty-eight years ago, I accepted my first job at Stantec. After spending three months in my new position, I began to question whether I’d made the right choice. My job wasn’t what I thought it would be. Then I realized what was really bothering me: I didn’t yet know what my job should be—or even could be—in a company like Stantec. So, I stuck it out. In the end, that decision worked out well for me and (I’d like to believe) for Stantec.

I think about those first few months often, especially when talking to employees who recently joined us through an acquisition. During integration, many employees feel uncertain, much like I did—and much like many of the employees did in our Promoted to Inspired campaign, which launches this issue. Over the ensuing months, these employees will frankly share the challenges they overcome during integration and why they decided to stay at Stantec to grow their careers—and our business—together. As their stories prove, there are endless ways to be better together in a large company.

But our size can also make finding the right connections daunting. That’s why this issue of spark explores how we’re making it easier for you to connect with your colleagues, clients, and communities. Take cross-selling. Everyone agrees it’s important, but how can we do it better? By connecting the dots—exactly what the Strategic Plan 2016 strategic initiatives set out to do. On page 18, our Ports and Marine Terminals, Commodities on Rail, and Oil & Gas Integrity teams tell us how we’re growing our business organically by connecting experts across business lines and geographies to offer our clients the comprehensive and niche services they require to meet increasing global trade demands.

Also in this issue, business leaders share best practices for better client engagement. And ten researchers celebrate the tenth anniversary of our Research & Development Fund and the launch of our Creativity & Innovation Program by sharing how research helps us find creative, innovative, and collaborative ways to solve community and client problems.

We’re continuously searching for new ways to be better together. As our problems—and solutions—become increasingly global, being able to connect the dots within and outside of Stantec will become more critical than ever.
From Acquired to Inspired

Integrating into Stantec from an acquired firm can be challenging for many employees. This article kicks off a special, year-long campaign (coming to a community site near you) that celebrates employees we’ve welcomed through acquisition and who have embraced the Stantec culture and found work that inspires them.

Acquisitions are critical to achieving our Strategic Plan goal of being a top-tier global design firm. Not only because they make us bigger, but also because they make us better. And you don’t have to take our word for it. Employees featured in our “From Acquired to Inspired” series share how they identified and manifested career opportunities in which they and Stantec could grow and be better together.

From Cliché to Reality

When Stantec acquired Penfield & Smith in 2014, senior marketing coordinator Mindy Fowler (Santa Barbara, California) says the buzzword around the office was “opportunity.”

She heard the word so often, it became a cliché. And the truth was that she didn’t really believe the acquisition was an opportunity for advancement. In fact, she didn’t expect to stay at Stantec at all. Opposite a new opportunity to work on a Company-wide funding initiative, Fowler created her own career opportunity and is now a vice president of regional services.

From Mindy’s idea “From Acquired to Inspired” (From A2i) campaign was born. Mindy created her own opportunity to work on a Company-wide campaign, and Stantec gained a new way to show how through acquisition, we really are better together.

From A2i to 22,000-strong

Acquisitions are a key part of Stantec’s Strategic Plan and have been used to expand our market share across many disciplines and geographies. Since going public in 1994, Stantec has grown from 900 people working across western Canada to 22,000 people working in over 400 locations across six continents.

Big numbers. But behind every one of those numbers is a person. That’s something integration manager and vice president of regional services Rory Picklyk (San Francisco, California) keeps in mind. “It’s truly a personal experience for everyone.”

Having joined Stantec through the ellard credt design group acquisition in 2001, Rory now uses his experience to help others navigate their way in Stantec.

From Passion to Action

“Acquisitions can be a scary, contentious, unsettling time,” says Kim Austin (Tampa, Florida), vice president of regional marketing and communications. “But ultimately, integration can be great for individuals, teams, the acquired firm, and Stantec as a whole.”

Which is just what the first story (see sidebar) in our “From Acquired to Inspired” series shares with employees about embracing the Stantec culture and finding work that inspires them.

Integration can be great for individuals, teams, the acquired firm, and Stantec as a whole.

So she took a novel approach to her job search. She interviewed engineering thought leaders to ask about their career paths and what advice they would offer their younger selves. Many enlightening conversations later, Meredith landed herself a position helping clients secure funding as a grant writer at USKH Inc., an Alaskan multidiscipline firm.

Then USKH was acquired by Stantec in 2014. This was great news for Meredith—joining Stantec could open doors to never-before-imagined opportunities across North America. But she would be a small fish in Stantec’s big pond. How could she make a splash big enough to get her noticed—and get her the work she wanted?

To find out, Meredith employed the same interview tactics that had helped her land her first job. She reached out to and interviewed Stantec leaders across various disciplines and geographies, and she quickly discovered a Company-wide demand for helping clients secure project funding.

Inspired by the potential she saw, Meredith created a plan to grow grant-writing services Stantec-wide. “I approached it as though I was building a business within a business,” she says. When she presented this plan to her leadership, they were hooked and gave her their full support.

Two years later, Meredith has launched the StanNet Grant & Loan Funding Community Page and presents this plan to her leadership, they were hooked and gave her their full support.

From the Pits to a Purpose

How Meredith Discovered her Niche Finding Funds for Stantec’s Clients

“I knew I’d hit a new low when I applied to Pita Pit as a marketing coordinator—I’m allergic to wheat and can’t even eat a pita!” says funding specialist Meredith Noble.

She took a novel approach to her job search. She interviewed engineering thought leaders to ask about their career paths and what advice they would offer their younger selves. Many enlightening conversations later, Meredith landed herself a position helping clients secure funding as a grant writer at USKH Inc., an Alaskan multidiscipline firm.

Then USKH was acquired by Stantec in 2014. This was great news for Meredith—joining Stantec could open doors to never-before-imagined opportunities across North America. But she would be a small fish in Stantec’s big pond. How could she make a splash big enough to get her noticed—and get her the work she wanted?

To find out, Meredith employed the same interview tactics that had helped her land her first job. She reached out to and interviewed Stantec leaders across various disciplines and geographies, and she quickly discovered a Company-wide demand for helping clients secure project funding.

Inspired by the potential she saw, Meredith created a plan to grow grant-writing services Stantec-wide. “I approached it as though I was building a business within a business,” she says. When she presented this plan to her leadership, they were hooked and gave her their full support.

Two years later, Meredith has launched the StanNet Grant & Loan Funding Community Page and takes pride in helping clients develop funding strategies, pursue competitive grants, engage the public, and bring ideas to reality. “I feel a lot of satisfaction knowing the grants we secure make amazing projects like the Native Village of Eklutna’s health clinic possible,” she says. And, while we didn’t actually design this particular clinic, we did secure $4 million for the village to put toward the project, which led to the village approaching us for design help with other meaningful projects, like its community gathering center, brownfield redevelopment sites, and housing projects.

“My vision is to grow the program so that everyone in the Company can access grant writing expertise when helping clients secure financing,” Meredith says.

Her advice to others integrating into Stantec reflects the optimism and resilience that pushed the one-time Pita Pit applicant to take charge of her own destiny. “The sky’s the limit—you can rewrite and redefine yourself. At Stantec, it’s easy to find work that’s satisfying, because the opportunities here are limitless.”

From Acquired to Inspired

Words: Steven Edwards, Ayesha Mougheb, and Mindy Fowler

Design: Amanda Woodmark
An Integrating Experience: After helping her team integrate into Stantec, Karen wanted to help others do the same. Read how she found a way to do just that—and love it!

Positive Test Results: Transitioning into Stantec presented big challenges—and opportunities—for Jason’s materials testing team. Find out how Jason’s approach and leadership not only maintained, but also strengthened and grew, a solid, successful team through a five-year integration.

All About the Data: Martin “sums up” how his team played “by the numbers” to find their place in Stantec—not just in their own business center, but in the wider Company as well.

Six-Word Stories Unpacked

Charissa Ross
Environmental Consultant
Red Deer, Alberta

Charissa hoists herself into her flat truck and heads back to the office. Since transitioning from an administrative position into an Environmental Services role at Stantec four years ago, she’s come to know well the route between Red Deer and Olds, Alberta.

A familiar patchwork of green and gold farmland, wetlands, and creeks spreads out in every direction. The network of roads connecting the passing farms and communities makes her smile. Charissa knows that a deeper—although invisible—network connects these townships as well: water and wastewater pipelines. She’s helped build a few essential connectors—specifically the new 90 kilometres (56 miles) of wastewater pipeline running between Red Deer and Olds—as part of the South Red Deer Regional Wastewater system (SRDRWS) project.

Stantec has provided ongoing planning and design expertise since 2008 for this multi-award-winning project, the first phase of the broader Central Alberta Regional Wastewater initiative. It was also Charissa’s first assignment after she graduated university in 2012.

“Initially, I couldn’t get over the project’s size,” she says. “While driving the length of the planned pipeline my first day, I got completely turned around and lost.” But confusion soon turned to pride once she understood the impact of the SRDRWS on surrounding communities and the environment.

“With this new network of pipelines and infrastructure, communities can grow in a way that protects the aquatic environment as well as the quality of the water in the Red Deer River, which is the source of drinking water for most of central Alberta,” Charissa notes. “The work Stantec has done here will have a positive impact on the local population for years to come—now that’s rewarding.”

Check here or go to http://sparkonline.stantec.com/for more information about the Acquired to Inspired Story Project.

Words: Jennie Martin
Design: Travis Park
You might think that using electronic measurements is easier, but sonar scans don’t yield detailed data in these conditions. I really do need to be this close to ensure that everything is where it should be and is as it should be.

I’m cold. I’m not wearing all that much: a thermal wetsuit, a pair of gloves, and the “hat”—a 32-pound (14.5-kilogram) diving helmet. The helmet connects to the “umbilical,” a braid of three lines: my air line; the pneumofathometer, which tells people on the surface (what we call topside) how deep I am; and my communications line. From that line, which is connected to the speaker next to my ear, I hear a voice: “You’re at 55 feet (16.8 metres), so you have just over an hour down there,” says senior project engineer Steve Reuschle (Lexington, Kentucky). He’s a man I’ve worked with on inspections countless times; a man who controls my air supply and tracks my dive time—a man I trust. He’s calculated the time using the Navy Dive Table, which takes into account that the deeper you go, the less time you can safely stay there.

I continue. In the 10 years I’ve been doing this work, one thought replays in my mind: “If the worst happens, what are my emergency procedures?” Sounds scary, but the thought soothes me. It reminds me that—even if I can’t see my hand in front of my face—I know what I’m doing. I know that I carry an extra bailout bottle of breathing air for emergencies; I know I have people topside looking out for me. I’m going to be okay.

Thirty-five minutes later, I’ve completed the inspection. I climb my umbilical. Streams of light penetrate the water. I see the boat and know I’m safe once again. What’s more, with the information I’ve brought up to the surface, the bridge and the people who use it will be safe too, for years to come.

Underwater inspections are crucial for ensuring the integrity of structures that are fully or partially submerged. Our Stantec diving group can mobilize dive teams to conduct specific inspections, gathering information in difficult water conditions where machinery and equipment may not be able to capture an accurate picture of the underwater condition of the structure.
We Are Better Together  SUMMER 2016

Bioremediation—using natural substances, like microorganisms, to help clean the environment—is nothing new to scientific and environmental communities. But big thinker Wenhui had a question: What microorganism works best to clean benzene pollution? On the line: his goal of becoming a remediation specialist.

The strategy: make the research a team effort. Through the R&D Fund, Wenhui collaborated with University of Saskatchewan (U of S) professor Dr. Jian Peng and U of S graduate student Zheng Lu to access specialized research facilities and combine brainpower. Their research identifies benzene-degrading microorganisms and gives Wenhui, his partners, and Stantec a greater understanding of advanced bioremediation so we can develop more tailored solutions for our clients.

Fast forward to 2016. NASA releases some of the highest resolution photos ever captured of Pluto’s surface. Twitter reaches 310 million active monthly users. And Stantec launches our Greenlight program, thus renewing our commitment to funding R&D and encouraging creativity and innovation throughout the organization.

Why fund R&D? Ten Stantec researchers give us their answers.

Words: Cassandra Kyle
Design: Katie Yamasaki

A DECADE OF DEVELOPMENT

Over the last decade, Stantec has invested $6.5 million in original employee research. In 2016, we renewed our commitment to funding research and development (R&D) by establishing our new Greenlight program as part of our Creativity & Innovation (C&I) Program, launched in support of our 2016 Strategic Plan. To celebrate our decade of development, ten researchers share how they’re using Stantec’s R&D funding to bring people and organizations together to answer this question: “How can we do it better?”

David Dargie
Airport Infrastructure Sector Lead
Scarborough, Maine
Research focus: Warm mix asphalt for airport pavement

An airport can’t serve its purpose without a lot of asphalt. But traditional paving methods require heating asphalt to high temperatures. This consumes considerable energy and generates emissions. Enter warm mix asphalt, which can be made at lower temperatures—so less energy is used and fewer pollutants are released. But can warm mix asphalt stand up to the pressures of airport traffic? With the support of the R&D Fund and the Massachusetts Port Authority, Dave was able to establish that it can. Now the Boston Logan International Airport is the first of its size in the US to regularly—and successfully—save on energy and reduce emissions by paving with warm asphalt mix. Other airports are now considering following suit. And, with a number of Stantec employees now considered experts in the field thanks to our R&D efforts, we’re ready to help our airport clients’ plans take flight.

Chris Kasiewicz
Power Transmission and Distribution Project Manager
Portland, Oregon
Research focus: Finding the best routes for power lines from renewable sources

With R&D funding and a partnership with the Idaho National Laboratory in place, Chris aims to help planners choose appropriate types of power lines and the ideal places to put them. What’s more, his research—when complete—will help communities better navigate the construction permitting process and reduce the need for expensive future upgrades.

In Chris’s world, connecting the lines between renewable energy sources and the power grid is no game. The lines will carry energy to communities, and—because natural conditions like wind and temperature can affect how much power a line can carry to communities—the location of these lines is critical to their efficiency.

Chris
Power Transmission and Distribution Project Manager
Portland, Oregon
Research focus: Finding the best routes for power lines from renewable sources

With R&D funding and a partnership with the Idaho National Laboratory in place, Chris aims to help planners choose appropriate types of power lines and the ideal places to put them. What’s more, his research—when complete—will help communities better navigate the construction permitting process and reduce the need for expensive future upgrades.

In Chris’s world, connecting the lines between renewable energy sources and the power grid is no game. The lines will carry energy to communities, and—because natural conditions like wind and temperature can affect how much power a line can carry to communities—the location of these lines is critical to their efficiency.

In Chris’s world, connecting the lines between renewable energy sources and the power grid is no game. The lines will carry energy to communities, and—because natural conditions like wind and temperature can affect how much power a line can carry to communities—the location of these lines is critical to their efficiency.
CREATIVITY & INNOVATION PROGRAM

It all starts with a good idea.

Discovering solutions for clients and colleagues
Jennifer Ehrich had four years to present a winning view to lead us to the idea behind the first of our annual fall conventions. Jen and her team went on to offer a fast, innovative, and cost-effective solution to the problem of ensuring safety for our clients in the developing countries around the world. By using the latest technology and innovative methods, she was able to develop a cost-effective solution that is now in use around the world.

How do you kick-start your big ideas?
Greenlight can offer guidance and financial support.

For information and applications, click on Creativity & Innovation on the Stantec Programs tab and choose Greenlight.

How do you share your big ideas?
You could be eligible for a Publish & Speak financial award.

For information and applications, click on Creativity & Innovation on the Stantec Programs tab and choose Publish & Speak.

How do you grow your business?
You could get Venture Fund backing for your vision.

For information and applications, click on Creativity & Innovation on the Stantec Programs tab and choose Venture Fund.

Gary Sage

R&D is…

Timo Tikka

Creating a market-leading position

Saskatoon, Saskatchewan

As the global market leaders in mining, Timo has found a way to take his team to the next level. By partnering with the Universities of Saskatchewan and Stantec, Timo is testing the strength of steel connections in potash mine shafts to help clients with their mining projects.

How are you creating a market-leading position?

Kevin Boutell

“New ideas and new ways of thinking are key to our success.”

Boston, Massachusetts

Kevin strongly believes that creativity is the key to our success. By working closely with his team, he is able to bring new ideas to the market and make them a reality.

How are you creating a market-leading position?

Louise Swansoanello

“Build an environment where you can be yourself.”

Boston, Massachusetts

Louise believes in building an environment where her team can be themselves and grow. By focusing on the needs of her team, she is able to create a market-leading position that is built on creativity and innovation.

How are you creating a market-leading position?
Giving Creativity the Greenlight

Our early forays into research and development have been focused on capturing research tax credits. In 2006, Stantec’s R&D Fund became an official Company entity. The R&D Fund is used to explore ideas that could lead to better solutions for our clients, our communities, and our Company. The “plenitude of possibility” that drives the evolution of the R&D Fund is because of the variety of ideas, not just all of them fit into strict R&D scope. Scope is very broad. We’re now funding or supporting a range of innovative projects and ideas, from virtual reality (VR) to wave energy technology. It’s helping us to develop new ways to help our clients and we’re doing it in a way that allows us to learn and grow.

This “plenitude of possibility” drives the evolution of the R&D Fund. Because of the variety of ideas, not just all of them fit into strict R&D scope. Scope is very broad. We’re now funding or supporting a range of innovative projects and ideas, from virtual reality (VR) to wave energy technology. It’s helping us to develop new ways to help our clients and we’re doing it in a way that allows us to learn and grow.


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.

A New Beginning


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.

A New Beginning


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.

A New Beginning


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.

A New Beginning


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.

A New Beginning


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.

A New Beginning


The next 10 years will be defined by these megatrends and more. Stantec is in a position to help clients and governments develop smarter, more effective coastal development projects and more resilient communities around the world.
within the sector. “We wanted to make sure that our Oil & Gas colleagues were listening for ‘rail’ when talking with clients,” Bob says. “Likewise, we wanted to know how other business lines could help existing rail clients.”

Bob and Peter’s approach is working. A major grain company recently hired the team to perform a confidential feasibility study to determine the best location for a 150-railcar grain terminal. We provided the client with a multi-service team comprised of environmental services, geotechnical engineering, survey, transportation, and water experts, and we delivered our report to our client ahead of schedule. That impressed them. But what really impressed them? Our team’s ongoing communication.

“We had weekly client conference calls where all key multidisciplinary players were present,” Bob says. “Our client confessed he’d never seen that before.” Bob continued to call the client after the job was complete to be sure he was still happy with our work and to offer additional services—something both he and Peter do regularly with all their clients.

“Our client was thrilled with our work, but more than that, how we care about what we’re doing—that goes a long way.” Bob says.

Riding the Rails

It seems Peter and Bob couldn’t have found a better time to launch their strategic initiative. When the duo met with three other major grain companies this April, company representatives were excited by the team’s initiative—and their clients’ deliveries—on track.

What’s Coming Down the Pipe

It’s About Integrity

While railcars chug many commodities overland, 97% of Canada’s natural gas and onshore crude oil is pumped to markets through extensive pipeline networks.

“Energy transporters have always been committed to maintaining their pipelines, many of which were built five decades ago,” Pipelines vice president Zaed Saad (Calgary, Alberta) says. “But operators face increasingly stringent safety and environmental standards and increased demand for transparency.”

In response, they’re taking a more holistic approach to maintaining vital pipeline integrity: integrity management systems.

“The maintenance we did 30 years ago was reactive and focused on the day-to-day,” Oil & Gas Integrity Services director Dennis Zadery (Calgary, Alberta) explains. “Now clients have integrity management programs that are based on inspection results and risk management principals.”

Stantec’s Environmental Services group has been supporting our oil and gas clients’ risk management programs for some time. But the team was primarily applying consequence-based risk principles—prioritizing actions or decisions according to the severity of potential failure—on new pipeline construction. Then, in 2012, we acquired Cimarron Engineering. Their integrity management department primarily applied likelihood-of-failure risk management principles—prioritizing actions or decisions by weighing the potential severity of a failure against its chance of occurring—to existing pipeline operations. By 2014, the team had secured enough shared resources to go to market with a set of comprehensive service offerings under the Oil & Gas Integrity Services strategic initiative.

Reporting Better—Together

How does this initiative serve our clients? This spring, when forest fires ravaged Fort McMurray, Alberta, our Oil & Gas Integrity Services team provided clients with a combined checklist that helped inspectors identify both potential geohazards (damages to the terrain that might affect the pipeline) and integrity problems (damages to the pipeline). Usually we provide these checklists separately, but combining them makes for more efficient inspections and a more comprehensive integrity assessment.

“Knowing the geohazards, we can better advise clients on what areas of a pipeline to monitor to ensure that geological damage from the fire won’t damage the pipeline,” Dennis says. “Being able to offer a host of skills that other firms can’t separate us from our competition.”

Six-Word Stories Unpacked

Bavarian meets Queen after SWAH completion.

Burkhard Musselmann

International Buildings Business Center Managing Leader London, United Kingdom

The hospitals we design help people heal from illness and injury. Sometimes they also help communities recover from past wounds as Burkhard Musselmann learned while working as project lead on the South West Acute Hospital (SWAH).

SWAH, which opened in 2012, was Northern Ireland’s first new hospital in more than a decade. Located in the remote town of Enniskillen near the once hotly contested political border that separates Northern Ireland and the Republic of Ireland, SWAH is the region’s first hospital to treat patients from both sides of the border. Local residents no longer need to travel hours for state-of-the-art treatment. New jobs and hospital visitors have bolstered the local economy. Two of those visitors—Her Majesty the Queen, and His Royal Highness Prince Philip, Duke of Edinburgh—left an indelible impression on Burkhard.

Burkhard met the royal couple at the hospital’s opening ceremony, which he attended as Stantec’s representative. Prince Philip—who’d been educated for a time in Germany—noticed Burkhard’s German accent and lingered afterwards to speak to him directly in his native tongue about his role on the project. “The Duke asked me where I would go next,” Burkhard says. “I got a little flustered because I didn’t know, so I said Böblingen. It didn’t turn out that way, but it was my first conversation with the Duke and I had to tell him something!”

“Growing up in a small town in south Bavaria, I never imagined that I would shake the Queen’s hand or speak with the Duke,” Burkhard recalls. “I grew nearly four years to this project, translating our architectural vision into an award-winning, highly successful hospital. To meet the Queen afterwards and be recognized for our work—that was incredibly moving.”

Even though he didn’t capture a photo of the once-in-a-lifetime moment, Burkhard says he now carries his memories of meeting the royals—and his knowledge of the powerful impact our work can have on our communities—with him to all his projects.

Words: Nicole Plewis
Design: Travis Park
A tiger exhibit lit for people—and felines.
A drone program set to transform how we
work affects the end users of our projects—i.e., the client’s clients.
Our “We Do That?” series demonstrates how
our creativity and collaboration.

Tiger, Tiger, Burning Bright
Designing with community in mind means thinking about how our
work affects the end users of our projects—i.e., the client’s clients.
These users are—for the most part—humans. But not always.

When Lighting discipline lead Denise Fong (Seattle, Washington)
was asked to help the San Diego Zoo develop a new lighting system,
she knew the design had to satisfy both the zoo’s human visitors and
permanent inhabitants: Sumatran tigers.

It’s estimated that the Sumatran tiger, native to the synonymous
Indonesian island, may be extinct in the wild by 2020. In 2012, a
handful lived in a small enclosure at the San Diego Zoo. The zoo
wanted to make more space for them at its Safari Park, a large
nature preserve, 40 minutes north of the city.

The five-acre (two-hectare) exhibit not only gives these tigers a safe
place to live but also lets the public watch them in action. The lighting
had to satisfy various users: tigers that thrive in the dark and their
visitors, who won’t. Plus, the project budget for this not-for-profit
zoo is about one quarter of what would be common for a project
of this size.

“I love light,” Denise admits. “We really had to make the most of
every dollar.” Fortunately, the client’s choice of style—rugged and
eclectic—helped ease budgetary pressure. Denise was able to achieve
this aesthetic by working with a vendor of salvaged light fixtures
that mimicked the tigers’ natural habitat. But to do so, she and her
team had to overcome some pretty unusual design challenges.

Tigers don’t much like lightbulbs and are prone to smashing them
with their claws. The team could install some—but not all—lights
outside the habitat, or visitors wouldn’t be able to see. So the design
team encased some bulbs in protective casing and strategically
suspended them above and beyond the tigers’ reach.

“There were trees, we put lights high up in the branches and
angled the light beam down slightly to mimic moonlight,” says Denise.
“And we kept things generally dark. Because humans see by contrast,
the surroundings are dark, we need only a little bit of light to see
the animals.”

The tigers seem to like the “mood” lighting, too. There were five when
work on the project began. Now there are eight.

We Do That?

Part 3: Where the Wild Things Are
A tiger exhibit lit for people—and felines.
A drone program set to transform how we
design. Transportation projects that focus
on removing the road’s biggest danger—
bad drivers.

Our “We Do That?” series demonstrates how
we deliver our Strategic Plan by unleashing
our creativity and collaboration. Creative
services bring us closer to our goal of being
a top 10 global design firm.

Words: Lewis Kelly      Design: Megan Straker

Lord of the Fliers
Three years ago, when Unmanned Aerial System (UAS) operations
manager Kevin Grover (Edmonton, Alberta) convinced his peers
in Geomatics to buy an unmanned aerial system, a.k.a. drone, he
didn’t really know the significance of what he was getting into. “The
Geomatics group has always embraced new technology, from laser
scanning to remote sensing,” Kevin says. “So at the time, I didn’t
think UASs would generate anywhere near the hype that surrounds
them now.”

Jump forward three years. UASs are now used everywhere: bridge
inspections, species mapping, package delivery. By helping us
gather more data more quickly, and at a lower cost to our clients,
the technology is changing the way we measure, monitor, and
design. Now these clients are starting to look for consultants with
drone expertise. Kevin’s job is to make sure they find that expertise
with us. Part of his role is exploring how the technology might be
used across our business lines. “UASs can be used in pretty much
every market we operate in,” he says. “The systems are simply
vehicles that carry sensors.”

Currently, Kevin’s team is using UASs in Alberta and Saskatchewan
to gather spatial data for Geomatics projects. One drone looks like a
small Styrofoam plane; the other uses multiple rotors to hover like
every helicopter.

Strict regulations govern the commercial use of UASs. Stantec
holds permits from Transport Canada to operate commercially
in all provinces except Quebec. South of the border, commercial
operations is possible under the Federal Aviation Administration’s
(FAA’s) Section 333 exemption, a designation that Stantec doesn’t
yet hold. However, the FAA recently released new rules under Part
107 of the Small Unmanned Aircraft Regulations that comes into
effect in August 2016. These changes will be reflected in Stantec’s
UAS policy, now under development.

In the meantime, our UAS group is branching out. Edmonton’s
Geomatics team has used UASs for Transportation, Oil & Gas,
and Environmental Services projects. This summer, Kevin will team up
with Butch Amundson (Saskatoon, Saskatchewan), principal and
technical lead for Aboriginal Affairs and Heritage Resources.
They’ll use both UASs to double-check an archaeological survey done on the Alberta-Saskatchewan border. Kevin and the rest of the UAS team continue to explore the smartest way to make use of this new technology.

“If we don’t stay up with UAS developments,” says Kevin, “we could wind up behind the eight ball pretty quick and miss opportunities to better serve our clients.”

Robocar

Our cars give us mobility, independence, freedom, and more. But they also cost us a lot. Each year in North America, tens of thousands of people die in automobile accidents, the vast majority caused by human error. Traffic jams waste millions of hours. And congestion slows down ambulances, fire trucks, and police cars.

Practitioners working with connected and automated vehicles (CAVs) are aiming to reduce the impacts of cars—and drivers—on our transportation system. They’re developing innovations to help drivers make smarter choices. Some even want to automate the driving process and remove human error altogether.

And Stantec is at the forefront of this evolution.

“The big-picture opportunities that CAVs could represent are staggering,” says Rod Schebesch (Calgary, Alberta). “These vehicles will eventually change way more than our commute. And our multidisciplinary skills could make Stantec a leader in that change.”

Rod, Transportation regional business leader for the Canada Mountain and Canada Prairies & Territories regions, is one of the leaders of Stantec’s CAV efforts, which include Active Aurora in Edmonton, Alberta, and the GoMentum Station in Contra Costa, California.

Active Aurora, a collaboration between Stantec and the University of Alberta, explores vehicle-to-infrastructure (V2I) technology. V2I technology uses sensors in automobiles and on roads to make the transportation system more efficient and safer. It can line up an all-green-light route for an ambulance on the way to an emergency.

Roobesh Olyai, Stantec’s senior principal in Transportation Management Systems Public Policy and Business Development, says, “V2I technology uses sensors in automobiles and on roads to make the transportation system more efficient and safer. It can line up an all-green-light route for an ambulance on the way to an emergency.”

GoMentum Station is another collaborative project, but on an even larger scale. Fifty companies, with Stantec as program manager, are turning an old naval weapons base east of Concord, California, into the largest CAV testing facility in the world. “We believe GoMentum Station will resemble Silicon Valley one day,” says Intelligent Transportation Systems CAV discipline leader, Habib Shamskhou (Walnut Creek, California) another leader of Stantec’s CAV efforts.

“The program is young, but already many companies are interested in testing here.”

Companies like Honda, EasyMile, and Ottomotto, for instance, test their automated cars on 20 miles (32 kilometres) of secure road. Habib and his team coordinate the testing among technology firms, auto manufacturers, the public sector, first-tier suppliers, roadway equipment vendors, academia, professional organizations, and insurance companies. This summer, the station will pioneer the North American testing of “Easymile” transports—autonomous shuttles that travel along predetermined routes, carrying people to and from public transit hubs.

For the most part, our cities are now shaped to facilitate the movement of cars. As CAV projects advance and become more popular, we may have to rethink how we design everything—from roads to commercial and residential buildings—to make better use of CAV.

“The paradigm shift is tremendous,” says Automated Traffic Management Systems senior principal Koorosh Olyai (Dallas, Texas), “and we at Stantec fit easily into this new world. We have the staff, the testing facilities, and the knowledge to help our clients be successful using CAV technology.”

For more information on CAVs and how Stantec is helping to make a safer, more efficient world, contact sparkmag@stantec.com with your BC’s specialties?
Client surveys might seem like an easy way to capture feedback on our work, but getting meaningful data from busy clients is challenging. To in 2014, Margie Simmons (Berkley, Michigan), Buildings senior vice president and business leader, and her team transformed their annual client survey into a valuable business-development tool. Their goals were to inspire process improvements, uncover new leads, and provide a platform for cross-marketing our services.

With those goals in mind, Margie decided against using a third-party provider. “When a client is raving about our work, it’s a chance to ask about their next project or cross-market another service. You lose that with an external provider,” Margie explains. To mitigate bias and confidentiality issues, Buildings leaders who were familiar with the sector—but not the client—conducted the surveys. For delivery, Margie and the team went with the personal touch. “We never want electronic surveys. Ideally, we survey in person or by phone. The survey is a tool that guides key conversations.”

And conversations are happening. In 2015, the team collected 70 surveys, nearly three times the number collected in 2014. Margie expects the total to rise to 100 in 2016. To keep lines of communication open, project managers and account managers follow up with clients, focusing special attention on top clients, new clients, and clients who were not completely satisfied. “Clients appreciate that we’re taking the time to do this,” explains Margie. “In return, we learn more about our clients and their upcoming work and receive letters of recommendation to use in other pursuits. It’s a wise investment in making sure clients are not just satisfied but ‘wildly happy’ with Stantec.”

### Survey Says

Many lunch meetings have met their demise because issues cropped up in the morning. Enter the breakfast meeting, scheduled when eyes are brighter, minds are keener, and inboxes aren’t yet inundated with issues. Environmental Services business leader for Western Canada Asifa Sanji (Vancouver, British Columbia) and her team transformed a low-cost breakfast meeting into a strategic information session for clients.

As part of a business-development pilot, the team invited clients to discuss a current industry hot topic over coffee, fruit, and pastries. In a classroom setting at Stantec offices, a range of internal and external speakers discussed the topic and Stantec’s solutions. “These sessions were great information exchanges. Clients connected with each other, and we gained valuable intel on their upcoming projects,” explains Asifa.

At one meeting, Environmental Services principal Jennie Christensen (Sidney, British Columbia) presented a non-invasive laser-based method of testing mine workers for exposure to contamination. Instead of relying on blood samples, Jennie’s method involves testing hair samples. This saves clients time and money. After the session, several clients invited Jennie to present follow-up lunch-and-learn sessions at their offices. “If we can demonstrate that we understand their issues, clients have all the time in the world for us,” says Asifa.

### Tradeshows: A Gold Mine of Opportunity

Industry tradeshows are meant to be a great platform for cross-marketing services, reaching new clients, and reconnecting with existing clients. But how often do the golden opportunities gained at these events slip away? The answer is “never” in our Mining sector, where Mike Mayhow (Mississauga, Ontario), Global Mining vice president and sector leader, and the Global Mining team take a targeted approach to tradeshows.

This means arranging to meet with clients at tradeshows, having a selection of strategic technical papers on hand, and making sure the right mix of Stantec team members are in attendance, including business-development, technical, and marketing professionals.

Once the tradeshow is over, Mike develops a debrief document that includes a comprehensive list of action items to ensure client conversations don’t end at the tradeshow. “Stantec team members who attend are accountable for their own follow-ups and for seeking the next opportunity to expand our market share.”

Though the mining industry has been in a downturn due to a drop in global commodity prices, Mike and the Mining team see an opportunity to strengthen client relationships. “We’ve shifted our focus to demonstrating Stantec’s strength in operational excellence and leveraging complementary services,” says Mike. “We’re always looking to add value to projects and operations.”

### Breakfast of Champions

Mining team take a targeted approach to tradeshows. “Stantec team members who attend are papers on hand, and making sure the right mix of Stantec offices, a range of internal and external speakers discussed the topic and Stantec’s solutions. “These sessions were great information exchanges. Clients connected with each other, and we gained valuable intel on their upcoming projects,” explains Asifa.

At one meeting, Environmental Services principal Jennie Christensen (Sidney, British Columbia) presented a non-invasive laser-based method of testing mine workers for exposure to contamination. Instead of relying on blood samples, Jennie’s method involves testing hair samples. This saves clients time and money. After the session, several clients invited Jennie to present follow-up lunch-and-learn sessions at their offices. “If we can demonstrate that we understand their issues, clients have all the time in the world for us,” says Asifa.

### Envisioning New Opportunities

Communities need to know that the infrastructure they invest in today—like roadways and water systems—is designed to last. That’s why the Institute for Sustainable Infrastructure (ISI) and Zofnass Program for Sustainable Infrastructure collaborated to launch the Envision design rating and verification system.

As an ISI charter member, Stantec is at the forefront of the Envision movement in North America. Of 13 Envision-verified projects worldwide, we’ve completed two: the Grand Bend Wastewater Treatment facility (Grand Bend, Ontario), the world’s first Envision-verified wastewater treatment project in North America; and the Port Metro Vancouver Low Level Road project (Vancouver, British Columbia), the world’s first Envision-verified transportation project.

How does this work translate into business development? It’s all about planning for the future. Marty Janowitz (Dartmouth, Nova Scotia), vice president of Sustainable Development, and his team are hosting Envision training sessions for clients. “We employ 100-plus people with the Envision Sustainability Professional designation, including four qualified Envision trainers,” says Marty. To date, his team has conducted 16 training sessions, providing clients with a valuable service while allowing Stantec to demonstrate thought leadership and cross-market services.

Recently, Marty added an advanced half-day case-study workshop for clients who are already Envision certified. For those deeper-dive sessions, clients share information on projects that are or could be Envision verified, providing us with an opportunity to learn more about their work and how we can better help them achieve their goals.
Milestone Service Awards

You’ll see a few replies below and can check out more on your regional StanNet Community Site.

A Round of Applause!

Wendy Richard, Fredericton, New Brunswick
Daniel Zak, Victoria, British Columbia
Benoit Roy, Moncton, New Brunswick
Michel Comeau, Moncton, New Brunswick
John Maloney, Naples, Florida
Don Fuller II, Lexington, Kentucky
Tom Smith, Regina, Saskatchewan

Over a span of 30 years in professional environmental consulting, preceded by four years with a state regulatory agency, I found that the learning curve never ends – nor should it!

Great teams communicate well – share the knowledge that you have and don’t be afraid to ask questions.

Don’t underrate your own value. If you love your job so much you would gladly do it for free, it is best to not mention this to your boss.

Enjoy the people around you. A big part of every day is spent working with our co-workers. We should enjoy and celebrate that time.

Engage the key individuals who will be performing the work on a prospective project to have them help prepare the proposal scope, schedule, and budget so you have buy-in from the team from the outset of your project.

We have a lot of collective wisdom in our Company that’s worth sharing, so we asked award recipients who submitted a photo to spark something they’ve learned that might help others build their career. You’ll see a few replies below and can check out more on your regional StanNet Community Site.

From start to finish, it’s important to have the involvement and collaboration of everyone connected with a project, and communication is absolutely essential.

We express our condolences for the recent loss of the following valued employees. Our thoughts are with their families, friends, and colleagues. You can find links, when available, to obituaries and StanNet Community Site articles on the spark online landing page.

Cliff Slater, Project Engineer, Tempe, Arizona
We spend roughly 90% of our time indoors, according to the University of Maryland’s Survey Research Center’s 2001 National Human Activity Pattern Survey. And more of this time will be spent inside sustainably designed buildings as businesses “green” their facilities. That’s a good thing, right? Kaeryn wanted measurable proof.

“We’ve made a lot of headway using LEED and other design frameworks to enhance indoor environments by improving indoor air quality, aesthetics, ergonomics, acoustics, lighting, and thermal comfort,” she says. “But how beneficial are these changes?”

To find out, Kaeryn, in partnership with the University of Manitoba and supported by Stantec’s Research & Development Fund (now Greenlight), compiled results from numerous studies on the effects of “enhanced” office environments on occupants. She confirmed that there are indeed health and well-being benefits to working in “enhanced” indoor environments, but how much of a benefit is hard to quantify.

Then Stantec’s Winnipeg office announced it was amalgamating its employees from four older buildings into one Stantec-designed, sustainable building. Kaeryn saw a perfect opportunity to measure the effects of enhanced office environments by conducting detailed studies of her Winnipeg colleagues and their indoor environments both before and after the move. The information she collects will go to developing tools and protocols Stantec can use to assist clients in evaluating how their building supports occupant health and well-being—and ultimately productivity.

Read the upcoming StanNet feature article to learn how Kaeryn and Stantec’s Winnipeg office are putting themselves under a microscope to uncover how our designs affect those who depend on them the most.

Words: Stasa Veroukis-Regina
Design: Travis Park