



BUILDING PARTNERSHIPS

Naylor experts help build Canada's largest solar power project

In October 2009, Canada's first and largest fully operational solar energy park opened with thanks to Naylor's involvement in the historic project.

First Light, located in Napanee, Ontario is the collaborative project of Canadian renewable company SkyPower, and SunEdison, North America's largest solar energy services provider.

The 9.1 megawatts produced by First Light is enough to power approximately 1,000 homes in its first year of operation.

"We first found out about the solar park through a contact on another job," says Jason Woods, Vice President – Electrical Operations. "At the end of the day, our strong relationship with our client, and an intelligent, well-structured bid enabled us to successfully acquire the job."

Naylor was brought into the project as the low-voltage contractor and was responsible for

Naylor's installation team gathered for a celebratory photo in front of the solar park, Canada's largest.

physically connecting approximately 130,000 solar panels. Over 1.2 million feet of wiring was supplied and installed using over 500,000 cable ties.

"The effort was collaborative from estimating, purchasing, inside and outside management to our field forces," says Jason. "The success of First Light is largely thanks to our electricians and apprentices on the ground, who worked 12 hours a day, seven days a week to meet a demanding schedule."

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Happy New Year
Happy New Year from your friends at Naylor Group Inc.
 May 2010 bring you good health, happiness and prosperity.

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Customized information management will improve Naylor's quality, competitiveness

Increased responsiveness and faster problem solving. Easier access to specific areas of technical expertise. Secure, online project data available to staff and customers. An even greater assurance of high quality, reliable work.

These are just some of the advantages clients can anticipate now that Naylor has completed the most significant advancement in information and data management in the company's 40 year history.

Last November, Naylor went live with its new integrated customer management platform exclusively built to meet the company's – and clients' – unique service and construction needs. The change is already improving efficiencies across the organization to keep costs low while allowing mobile access to vast amounts of useful, timely customer and product information, says Paul O'Connor, Senior Vice President, Business Development.

Mobile access to customer files means faster problem solving for technicians.



"Contractors are notoriously slow to adopt new technologies but we've learned these investments pay off, and improve the quality of our work with our customers. This change brings with it a whole host of efficiencies that will ensure we remain a competitive and dependable client partner."

"We were delighted to throw the switch in November and have no major hiccups – we only needed to fix a few small glitches after we went live," he says.

Two years of research and development

Anyone who has done this on such a grand scale knows how tricky it can be to go 'live' and not have any serious problems, says Sean Smithson, Naylor's Regional Project Manager who led the initiative. "Going live was almost anti-climactic. I think we all thought that there were going to be more immediate fires than what actually occurred."

Sean led a nine-month planning phase to understand goals and possible challenges, meet with similar organizations that had been

through the same process, and most critically, talk with clients to understand how the new system could best meet their needs.

"Everyone wanted an easy-to-manage interface that people could train on quickly, yet with plenty of power without sacrificing functionality. It was important that every quotation, report, service call and all other touch-points be integrated. We wanted the company to grow efficiently and effectively with this platform. It was a tall order and an off-the-shelf solution wouldn't work."

As research turned to development and the scope of the project was fully understood, Sean – and Lauren Hitchman, who joined the team as the full-time project manager – collaborated with a number of specialized vendors, following a carefully set course of coordination, set-up, testing and evaluation to get the system ready.

"One of the key features is that the system is web-based, while still being completely secure. This means staff members can access a great deal more data remotely, with the ability to retrieve and input information from mobile devices, laptops or from home," says Sean.

"Ultimately, the customer sees the benefit of this in faster service and access to technical information and expertise right on site."

He says overall the system is more intuitive. "From the moment we receive approval on a quotation, it goes into the system and everything pushes forward from there. Service calls, project management, dispatch and detailed service history are interconnected. The level of efficiency is fantastic, while the margin for error is much smaller. It's a big step forward for Naylor." He says the final and most important step in the entire process was to ensure proper training for all staff. Initial training was completed over the summer of 2009, and ongoing training continues for all employees.

Sean says there isn't time to rest on the accomplishment. Now the team is looking at additional features such as password-protected access for customers, online appointment bookings and payments, and real-time communications with employees.

"When it comes to keeping up with technology, there really is no rest."

Wired for efficiency



All Naylor service vehicles now feature hard-wired GPS systems. Sophisticated geographic mapping enables us to more efficiently dispatch calls and set up service routes to increase response times. Reduced driving time trims fuel use to cut costs and make the company a more responsible corporate citizen. Perhaps most importantly, we have improved our ability to locate our vehicles in the event of an accident or emergency.

The President's Pen



Tom Hitchman

Adopting new information management technologies is a daunting and expensive proposition. It is an activity we hadn't done for 15 years so we wanted to do it properly – both for our customers' information retrieval purposes and for our internal management control systems.

Naylor has always tried to be ahead of the curve. I can remember our first Macs in the '80s with the little screens and non-networked applications. We moved to PCs at every desk

and now have common servers keeping us online to all our staff regardless of what office they work at – or from home, for that matter.

By streamlining our processes, we improve responsiveness to our customers' needs. When we are able to better document our work, we improve our quality. With our new system we are creating web-based access for our customers and staff, improving communication and productivity.

Over the years I have learned that investing in technology – smartly – always strengthens our company. Our new system will ultimately

put our field forces on mobile data communication with our offices and customers, starting in our Brampton office this winter and spreading to the whole company by the fall. Information about equipment we service on past work orders, service recommendations or change notices on projects will all be at the on-site mechanic's fingertips. We will build customer logs that will be available to them through the web so they can see what we are doing and how their equipment and projects are coming along.

I salute the people at Naylor who talked to our customers, interviewed our own people and conceived the correct solution. And then there have been our employees who have had to

learn the new systems through countless hours of training – and this will be an ongoing phenomenon.

These are exciting times in how we do business and process information. I am very happy to be a part of the program – it is certainly a long way from the days when I was in engineering school in the '60s and had a slide rule as my advanced calculation tool.

Welcome to the next decade!

Tom Hitchman, P.Eng., President, Naylor Group Inc.

Naylor-Viridian team provides turnkey solution for maximum building comfort and efficiency

When real estate company Morguard Investments Ltd. recognized the need to update one of its Toronto-area office complexes, the company turned to a unique partnership between Naylor Group and Viridian, a specialist in installing state-of-the-art building automation systems.

The site is made up of one six-storey and three two-storey buildings connected by a number of condominium style business offices. Morguard required a dependable and proven integrated Building Automation System (BAS), and an updated Heating, Ventilation and Air Conditioning (HVAC) solution that could improve temperature control, air quality, and tenant comfort, all while realizing energy savings. It was also important to them to provide user-friendly access to the systems for operations staff.

Viridian proposed a comprehensive turnkey approach, providing Morguard with a single source of responsibility, incorporating Viridian's control solution with Naylor's electrical, telecommunication and mechanical groups to deliver the required enhancements.

The solution includes a web-based plan using state-of-the-art DELTA Controls automation that allows for control of 15 HVAC units, more than 210 VVT boxes, an Ethernet backbone, a wireless communication set-up between buildings, and replacement of the antiquated HVAC units. The plan also includes replacing the nine RTUs, the addition of 10 new



Fan Powered boxes and an overall rebalancing of the new system.

The result will be improved interior air quality and HVAC

system efficiency, complemented by an open protocol BACnet control solution, enabling better temperature control, optimum air exchange while reducing energy consumption and improving building conditions.

The entire set-up is web-accessible, allowing building managers to oversee multiple buildings from a single location anywhere in the world.

"By investing in this technology, they realized they would improve their tenants' experience with them, and save money in the long term. Morguard wanted a company that could deliver results in an occupied complex, get it done efficiently, on-time and on budget. That's why our solution was chosen, with the vast majority of the project being executed by our experienced team of industry professionals. This in-house solution gave Morguard a comfort level that differentiated us from our competitors, and provided the foundation for a long term relationship with this important customer," says Jeff Volkers, president of Viridian, who is spearheading the project.



Naylor electrical technicians connected 130,000 solar panels which will provide power for 1,000 homes in the first year

Naylor's success in First Light, coupled with the Ontario Government's Green Energy and Green Economy Act, has the company pursuing other renewable energy opportunities. "First Light enabled us to solidify our position within this market. We are now considered to be one of the front runners in Ontario in the solar business," says Jason. The project's success also allows Naylor to differentiate itself from its competitors amidst a tough economy. "While this is exciting, it also comes with the responsibility to continue to develop our skills and knowledge."

Solar Park spans 150 acres continued from cover...

No strangers to aggressive deadlines, one of the biggest challenges the Naylor team faced was effectively managing a 150-acre site.

"Since most of the tasks were highly repeatable and measurable, we had to devise ways to monitor our progress and find efficiencies as we progressed. Of particular mention on this project are Naylor's two foremen, Warren Staples and Jeff Warren, who were instrumental in delivering the corporate vision and transforming that into tangible results."