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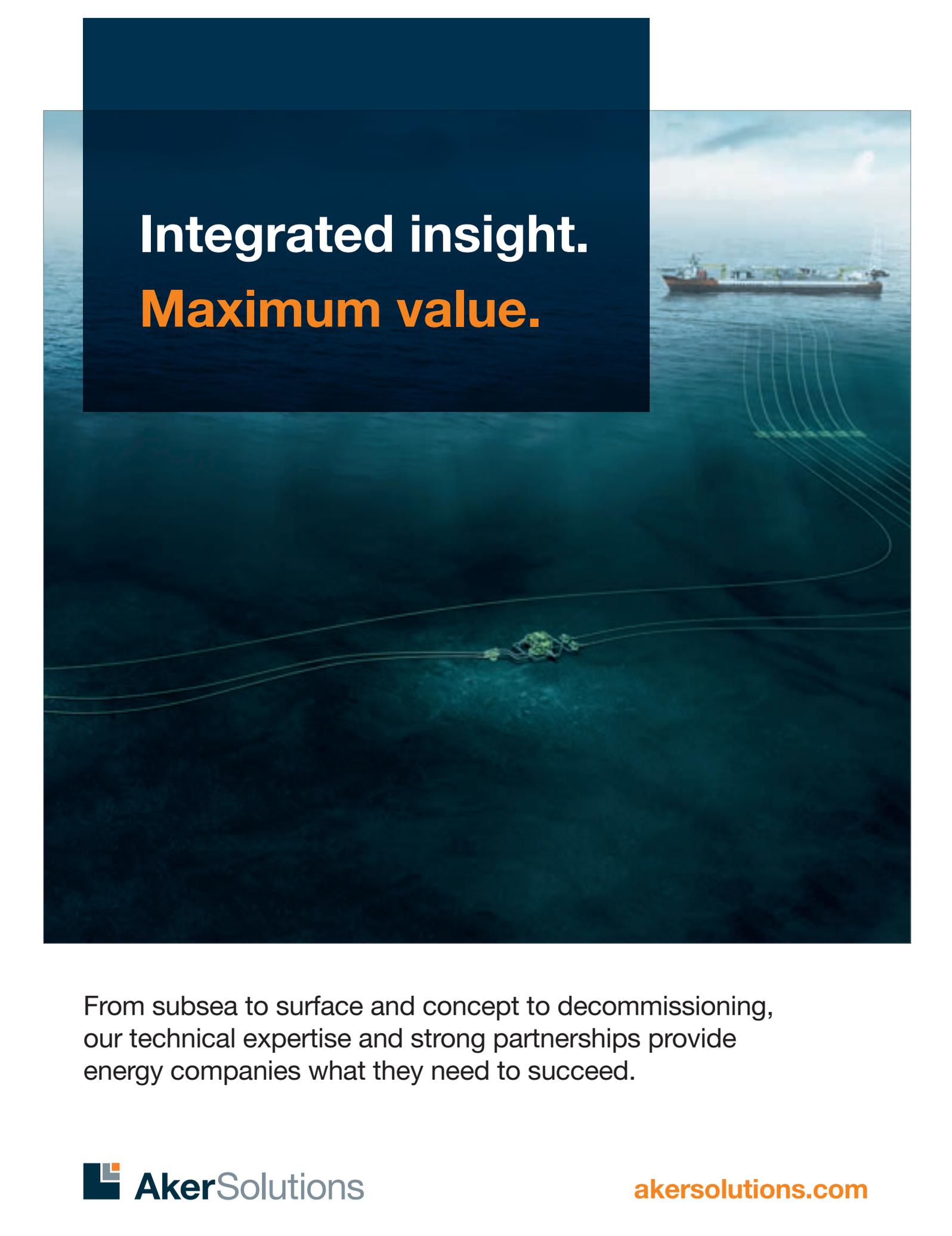
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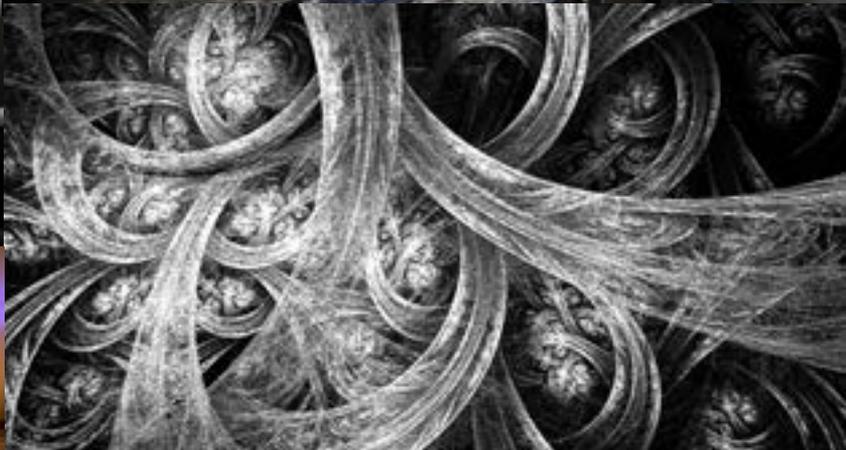
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THE OGM™

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**26-YEAR PUBLISHER - THE OGM
MS. TINA OLIVERO**

Have you seen a renewable energy project that did not use oil or gas to create it?

Renewable energy relies on oil and gas to make it happen. Oil and gas is the bridge to new energy. Think construction of a wind farm and how that energy product requires trucks, cars, transport, gas in tanks, petroleum plastics, and chemicals, to build it.

Think about aviation and how it requires oil and gas to fuel planes, choppers and other carriers. Think products and plastics

5 KEY POINTS: What people don't realize about the oil and gas industry.

and how they are required in the building of renewable structures like solar panels. Even basic office tools like the plastics used in computers require petroleum. The phone in your hand is mostly made from many types of petroleum plastics.

There is no renewable energy without the use of some type of oil and gas and its related products so it is ludicrous to think one industry or the other. It's both.

Oil and gas is the number one commodity on the planet. Why? Because it is in just about in everything we make and in every project we are involved in. The next time someone argues about oil and gas vs renewables realize it's a non-issue. This is the reality, currently, there is no renewable energy project that can supply towns, cities or countries, with energy without oil and gas.

Contrary to popular belief, this is not the time of renewable energy. This is the time where oil and gas "bridge us to the development of new energy". Both are critical and essential to the other.

Oil and gas is the foundation of solar energy, wind energy, hydropower, geothermal and every other type of renewable energy source. Clearly, none of them would exist nor could they be constructed and developed without oil and gas fuel and products.

OIL: CANADA'S GLOBAL ADVANTAGE

Canada is ranked number three in the world of proven oil reserves and it ranks in the top ten of oil-producing nations worldwide. We must do everything in our power to maintain that position and to elevate it,

which includes energy dominance, pipeline progress, and global market acquisition.

If Canada doesn't get its priorities straight and focus on maintaining its position as one of the most powerful oil and gas producers in the world, we are going to be in really bad shape. If we are not supplying the world with oil and gas, other developing countries will take our place, and we will no longer hold the ticket to new energy solutions, at the levels that we could.

We must have pipelines that extend to the west and the east of Canada to get our oil to buying markets beyond the United States. We can't rely on the US as our primary buying partner anymore, as the US has developed their own resources. They are becoming more energy independent and they need our oil less and less.

Selling Canadian oil and gas around the world means mega- opportunity for the nation. It means we can diversify our portfolio of energy offerings, and capitalize on globalization, as we are selling to the world market from both sides of Canada.

This model of progress would ensure that oil-producing provinces like Newfoundland are in a primary and powerful position for world oil demand and geographically positioned to tap into world oil shipping lanes. This would, in turn, create further oil exploration and production offshore Newfoundland because more infrastructure, builds more infrastructure. That's how it works.

OIL PRICE LESSONS LEARNED

We all felt the devastating impact of a low oil

price in Canada. It has affected every single one of us in some way, shape or form. Let the drop in oil price be our strongest teacher in realizing that a nation without oil and gas is crippling to our economy, our livelihood and ultimately our communities, families and well being.

Think about Canada without oil and gas and how that will stifle every other industry sector that we hope to develop; from renewables to new technology and other incoming industry sectors. Every industry requires oil and gas to fuel them into existence. Every industry requires strong financial companies to invest, build and scale. Our nation requires oil and gas as the foundation for everything else.

We must not throw away our strength in oil and gas and think we can replace it with a renewably powered world. It won't work that way because that's like trying to win the Olympics in hockey if the players don't have hockey sticks. It's like trying to write the number one hit song, without a voice to sing it. It's like trying to create the best business plan with no financial backing to bring it to life.

We must 'build on our strengths' and that's how we will bring in the future of new energy in. Anything less and we will have limited financial resources, tools, and funds to elevate ourselves to new methodologies that meet an exponentially changing energy driven world.

If there is one smart thing we could do right now, it is to educate our nation about what life would be like if we developed our oil and gas industry to its highest capacity and brought in new energy and tech innovation at record levels as a result.

Comparatively, we need to educate our people on what life would be like without Canada's oil and gas production and where

Canada would be without it. We would then understand that the outcome would be devastating! We would set back the clock 60 years.

MEDIA SOLUTIONS

The smartest thing we could do right now is use publically-funded media channels like CBC to report and educate our people on nationally impactful topics rather than focus on drama, crime and court stories that divert us from the important matters of the day. While we are busy watching that stuff we are only creating more of it by not being laser-sharp focused and educated on the important business decisions of the nation.

The single most important and pressing topic of the day is Canada's oil and gas position and the development of Alberta's oil and gas which ultimately allows us to hold our position on the world stage.

Are we really going to allow the minority voices of environmentalists to stop oil and gas progress when it could be detrimental to the pace and progress of renewable energy? Is that a logical proposition? Now that's a story worth investigating and reporting on CBC.

In order to 'really' understand what's going on in Canada, we have to look at the big picture and the big impacts and how they link together, to form the future of the prosperity of this nation. Like it or not it's oil and gas that will elevate us to the highest possible level of success.

ENVIRONMENTAL CONCERNS

Another fallacy is that new energy will be more effective than oil and gas and leave us better off environmentally. At first glance, that seems sensible. It's a renewable source and can't be depleted. But as you dig deeper you realize it's not so cut and dry. Every single industry has an environmental

footprint, including renewable energy. Just building a renewable energy projects impacts the environment in many and varied ways. Offshore wind farms have as much impact on the environment as offshore oil platforms and we need oil and gas to build an offshore wind farm.

The other thing to consider is the cost of being environmentally responsible. The reason the oil and gas industry is the strongest industrial sector on the planet for safety and environmental stewardship is that of its income level - they can afford to be. The fact that the oil and gas industry is so profitable is the exact reason that it is so rigorously and proactively environmentally compliant.

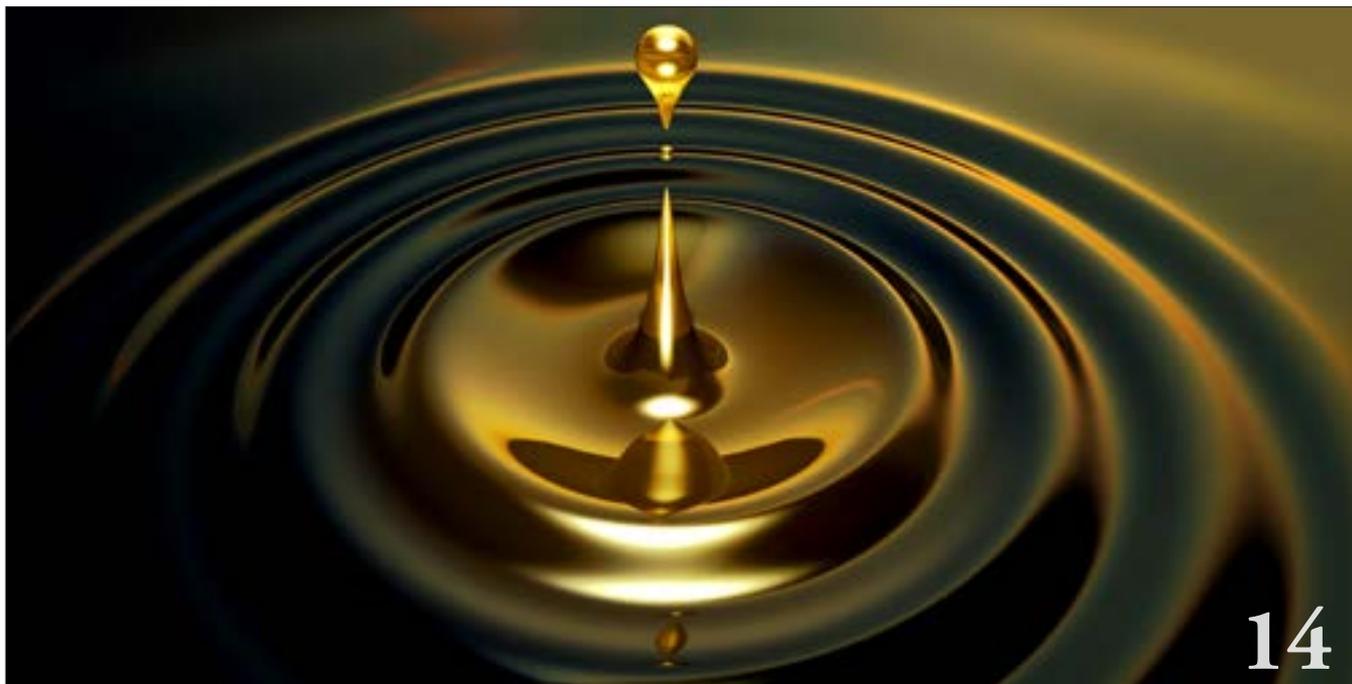
Renewables won't have the same level of income and profitability to be as compliant environmentally, as the oil and gas sector. Wait until we get the scorecard results of renewable energy impact. I have a feeling it will be right up there with oil and gas.

Our goal should be "carbon neutrality" for all energy sectors, rather than energy industry derivative. Those minority groups advocating new energy should keep those communication funds for better use; like environmental compliance of new energy projects as they come on stream. It's a costly business!

THE GLOBAL GAME

Let's get educated. Let's utilize the media in all it's various channels to do so. Energy creates more energy and this is an inclusive global game.

Winning with energy means the oil industry needs to get louder, people need more information and that's a responsibility of media. Canada has to get global savvy and work much smarter on the world stage. We can do it 'together'.



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\$70 AND RISING

A golden oil drop is shown falling from the top center of the frame into a pool of oil. The impact creates a series of concentric ripples that spread outwards. The drop itself is elongated and teardrop-shaped, with a bright highlight on its upper surface. Below the main splash, a smaller, more delicate crown-like splash is visible, followed by a smaller drop falling from the bottom of the frame. The overall lighting is warm and golden, highlighting the metallic sheen of the oil.

Find comfort in knowing that oil price will always ebb and flow. There is no one set-point for this illusive commodity as it has so many influencers.

We can understand how these influencers culminate and interact with each other. From there we can begin to navigate probabilities, and envision a better future.

Tina Olivero

OIL PRICE

The biggest influencer on oil price is supply and demand. When world oil supply is high oil prices most often go down. When the supply of oil is low and demand is high, oil prices often go up.

Supply and demand are impacted by population, politics, economics and a range of other factors. Let's take a look...

POPULATION

Our ever-expanding global population and the importance of energy in developing countries creates higher oil demand.

Just how much will oil and gas be impacted by population growth? Oil demand is expected to increase by close to 100 million barrels of oil equivalent a day (mboe/d) between 2015 and 2040. That figure remains even with renewable energy coming on stream. It's not an either-or situation - it's both.

OPEC

OPEC stands for The Organization of Petroleum Exporting Countries. OPEC is a consortium consisting of 13 of the world's major oil-exporting nations including Algeria, Angola, Ecuador, Equatorial Guinea, Gabon, Iran, Iraq, Kuwait, Libya, Nigeria, Qatar, Saudi Arabia, UAE, and Venezuela.

OPEC manages the supply of oil in an effort to set the price of oil on the world market. The goal is to avoid fluctuations that might affect the economies of both producing and purchasing countries. OPEC countries act together as if they were a single producer and is able to fix price for oil without unnecessary competition and market disparity.

Oil Production and Consumption

Because of so many oil influencers, even OPEC doesn't always get it right. In 2014 OPEC maintained its production level of oil despite lowering demand in Europe and China. The result was an oil excess in the market and a falling oil price which had a negative impact on the world.

In 2015, US shale oil producers steadily increased and pushed US oil production to 9.4 million mbpd, reducing the OPEC market share. The result was an increased supply of oil in the world oil market and

a historic drop in oil price which we have all just experienced. It also created a shale oil boom for oil producers in the US simultaneously. Things ebb and flow.

IMPACT OF LOW OIL PRICE

The direct impact of low oil prices spans far and wide. It affects oil producers, major contractors, suppliers, supporting industries and the people who work in them. To give you an example of how hard-hitting low oil prices can be, consider this: In 2015, oil exploration and production declined significantly. The number of drilling rigs declined 44 percent in the first quarter of 2015.

How did that impact the world's oil exploration, production, drilling progress, oil supply, companies, and employees? The magnitude was staggering. Of the more than 440,000 layoffs that happened globally during the recent depressed oil price regime, it is estimated that:

178,466 or 40 percent of those jobs were lost from the United States;

124,000 or 28 percent of the layoffs were from the UK North Sea,

and 46,000 people or 10 percent lost their jobs in Canada.

The employment situation that resulted from the low oil was a global tragedy.

Job loss has a domino effect in terms of: spin-off business in the oil and gas sector, overall economics, individual spending, household income, individual health and well being, family health, quality of life and many other socio-economic impacts. It was tragic and may have been prevented with stronger, global collaboration.

The 'Declaration of Cooperation' Combats low oil price

To combat low oil prices and its impact on the energy sector and the world, on November 30, 2016, OPEC extended production cuts to 1.2 million barrels per day to the end of 2018. This ensured that high demand and lower production would drive the price of oil back up.

Reacting to the global demise, on December 2016, a decision of the 11 non-OPEC producing nations also agreed to voluntarily make production adjustments over the same time period as OPEC. The

focus for all nations was to accelerate the drawdown of the stock overhang and bring the oil market rebalancing forward. These adjustments by a total of 24 participating nations, now known as the 'Declaration of Cooperation', have since been renewed to the end of March 2018. The price of oil rose to that it is today. \$70 and rising. It worked.

OTHER INFLUENCING FACTORS

Seasonal weather conditions impact oil based on consumption. For example, winter's colder weather results in higher energy consumption which in turn increases oil demand.

The dollar price impacts the price of oil. When the dollar declines, oil revenues decline and simultaneously costs go up. Recession impacts the price of oil. In a domino effect, the most likely scenario of a recession is an economic decline, that leads to a spending decline, an oil consumption decline and then an oil price decline.

Natural disasters impact the price of oil. For example, Hurricane Katrina affected 19% of the US oil supply in 2005 causing prices to climb \$3 per barrel.

Political dynamics impact the price of oil. In January 2013, oil prices rose when Iran played war games near the Straits of Hormuz causing a potential threat to this oil shipping lane. Based on a perceived decrease in supply, by February 8, oil had reached \$118.90/barrel. That sent gas prices to \$3.85 a gallon by February 25, 2013. The strait of Hormuz transports oil and gas from Iraq, Kuwait, Saudi Arabia, Qatar, and the UAE. Any disruption to this region will have significant effects upon global crude prices, given the impact on supply.

Today, we are experiencing a number of factors impacting oil and gas price; The volatility in Venezuela impacts oil as Washington is considering sanctions against Venezuela. There is an increase in demand for Nigerian oil, however, there are ongoing Nigerian domestic problems causing an unstable exploration and production climate. China has been at unrest in the South China Sea. Before this article is published there will be more.

We will always have political influence on oil production so it's really about how we unite to mitigate and manage them. Political variables and circumstance change constantly and come with their own set of policies, negotiations, and cultural discourse. They move with time and leadership. We can understand the regional implications of political influence on oil and gas but it's now time to look at the big picture overall and make global political decisions simultaneously understanding regional influence. Media could be paramount in achieving this.

The Oil Price Spike: Being Smarter

The current upward spike in oil price is a great indicator of how variables merge and create changes rapidly. We've seen a dramatic increase in price in a matter of months. The game is unpredictable at best, economically devastating at worst. But without oil, life as we know it would come to a screeching halt. Not having oil as an energy source, is not an option. So these are the times of global perspective, unity among nations and

energy collaboration for the good of all. This era demands that we be smart with oil and gas and use it for it's highest good. We must use oil to bridge non-renewables to renewable energy sources. Oil and gas will bring in new energy as it is the foundation of that energy play. It will fuel new energy into existence.

We need to be ensured of energy supply with a cleaner energy source for the survival of our growing population and our beautiful planet.

Right now, the oil price is hovering between \$75 - \$80 per barrel. We will never perfect the oil price game because there are too many moving parts. But we can lessen the degree of impact and mitigate risk.

Our global goal should be to unite where possible, make global production decisions that benefit all, mitigate natural disasters and climate change where possible by ensuring our planet is clean and safe.

Given that every person on the planet is impacted by oil and gas, we need to

make global decisions rather than local ones. The Declaration of Cooperation is one step closer to global unity. Next, it's to harness the potential of developing nations and bring them into the equation in an inclusive and energy conscious way.

If we have learned anything from the recent oil price decline and it's impacting global demise, it is that values of cooperation and unity are not soft skills and fluffy ideals, they are the foundation of our future.

Our oil and gas plan moving forward is clear; take careful consideration of as many oil and gas impacting variables as possible and when all is considered, then and only then, take the best action forward.

Just as it is our duty to ensure we have clean air to breath on a prestine planet, it is also our duty as a global energy consuming world to ensure it's availability. They work together.

Holistically, we must leave our people, places and things in better shape than we found them.

Source: OPEC.org

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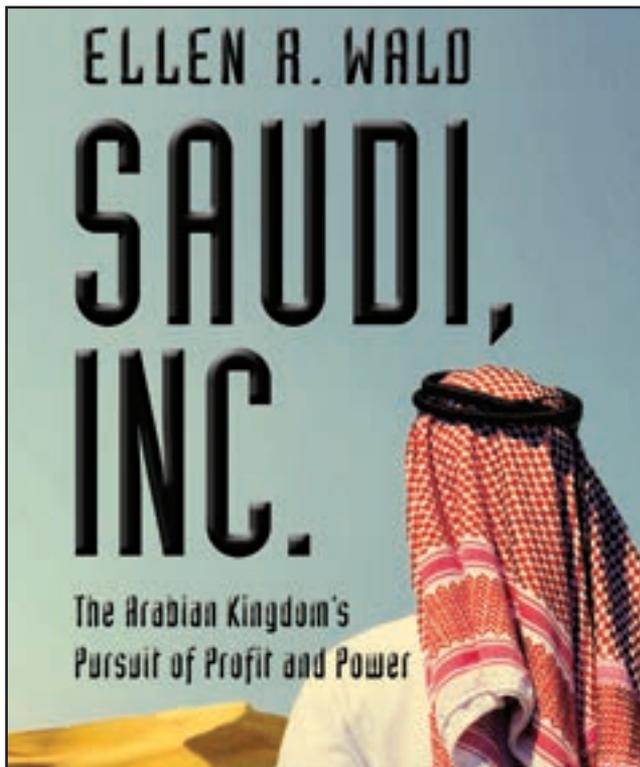
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Dr. Ellen Wald is the author of *Saudi, Inc.: The Arabian Kingdom's Pursuit of Profit and Power*. She is also the President of Transversal Consulting where she provides expert advice on global situations that influence the energy market. Dr. Wald has expertise in policy, wars, diplomacy, the stock market, oil pricing, and innovation and how they impact the future of the energy industry. We had the privilege of interviewing Dr. Ellen Wald.

The OGM: How is the Saudi royal family working to create unity globally?

Dr. Ellen Wald: The Saudi royal family, known as al Saud, is most concerned with its geopolitical priorities of 1. Counteracting the power reach of Iran and 2. Making money.

For the first goal, it has prioritized its relationship with the U.S., but it is also hoping that Europe, Canada, and others will side with them and with the U.S. against Iran. There are credible rumors and some clear evidence that the threat of Iran has also brought Saudi Arabia into an official relationship with Israel, but we will have to wait to see where that goes.

To pursue the second goal, profit, Saudi Arabia has built friendships across the globe but most notably in East Asia. This, however, has been pursued mostly by the national oil company, Aramco, with some assistance from the Oil Ministry and the king.

The OGM: Please explain the intricacies and vision of the Saudi royal family for Aramco and how this will impact offshore oil and gas exploration and production around the globe.

Dr. Ellen Wald: Historically, al Saud saw an independent and healthy oil industry as a vital component of its rule. There is a saying there that "oil is a gift from God," and revenue from

a well-run oil industry has been the reason that the country has modernized and prospered and the reason that al Saud has maintained a stable monarchy.

Now there are signs that the rulers may wish to exert greater influence over the direction of Aramco. However, so far Aramco has been able to maintain its independence and has consistently led the way in Exploration and Propoduction investment.

I have been told by Aramco executives that they do not plan to purchase oil rights outside of the kingdom anytime soon, but they will invest in any and all opportunities within Saudi borders and off the Saudi coastline.

The OGM: How will Aramco's vision impact the price of oil?

Dr. Ellen Wald: Aramco itself does not run the oil ministry, which is a government agency. However, since 1995 the oil minister has always been a former Aramco CEO, so they say that Aramco has significant influence. Aramco does not need higher oil prices right now, because the company is profiting well and still investing for the future. Some analysts speculate that Saudi Arabia wants higher prices in anticipation of an Aramco IPO, but the Saudis have provided no evidence for this theory to date.

The OGM: What are the three most impactful initiatives of Saudi Vision2030?

Dr. Ellen Wald: One part of Vision2030 is to bring more foreign businesses into the kingdom to create jobs and build an entrepreneurial atmosphere. For a country that was once extremely insular, this is part of a decades-long trend to open to the international community. Still, there are questions about how global corporations will mix with an authoritarian and religious society on a larger scale.

Vision2030 also incorporates a new plan for the sovereign wealth fund. Called the Public Investment Fund Program, this plan would see the fund grow to two or three trillion dollars while investing in a mix of projects, including foreign business operations in Saudi Arabia, Saudi-run businesses, and global startups. Part of this plan is to promote job opportunities in Saudi Arabia, but it is a significant dedication of capital to a program that—as of now—has not described how it will financially help the people or the government budget.

Vision2030 also incorporates centrally planned development areas, most notably Neom. Neom is intended to be a 10,230 square mile industrial and tech city in northwestern Saudi Arabia. Plans call for it to be powered by renewable energy and be open to people of all countries and faiths. Still, the concept is only in its infancy and it is unclear how much of the vision will actually be realized.

The OGM: How will technology play a role in the Aramco vision?

Dr. Ellen Wald: For a while now Aramco has been a major technological innovator, much like Exxon or BP. In the 1990s, Aramco built its Shaybah facility, which is still seen as cutting-edge upstream technology. When the company takes journalists or dignitaries on tours of its facilities, it stops to show off the top innovations such as its carbon capture vehicles or its nanotechnology. Aramco has also been exploring alternative energies since the 1970s when it was still partially American-owned. Back then the company was using solar panels to power desert installations, and the company outwardly maintains a devotion to developing effective alternative energy. It sees itself as an energy company, not just an oil company. It is evident that Aramco is devoting significant research and development funds to developing new energy technologies and, in particular, those that can increase the life of Saudi Arabia's oil reserves.

The OGM: How will globalization play a role in oil developments with Aramco?

Dr. Ellen Wald: In 1986, Aramco first invested in an international downstream facility, with a partial ownership of what is today Motiva. Since then, Aramco has expanded its downstream operations, most notably in East Asia. Oil is a globalized business by its nature, but Aramco's strategy has focused significantly on customers, distribution channels, and downstream partnerships over the last 15 years. Aramco is still far behind the largest IOC's in terms of downstream capacity, but the company's strategy continues to focus on developing midstream and downstream assets.

The OGM: How will the Saudi Public Investment Fund (PIF) grow to the predicted \$2 trillion in the next 2-7 years?

Dr. Ellen Wald: It is a mystery how the PIF will grow to \$2 trillion or more in such a short time, and it is unlikely to happen. In September of 2017, the PIF had assets of less than \$225 billion. One possibility is to give government shares of Aramco to the PIF. This would immediately grow the size of the PIF, but unless the PIF sells more shares in Aramco after the IPO, those assets cannot be invested in anything new. (Note

that even the most generous projections only see a \$100 billion sale for the five percent of shares that would be issued in an IPO).

Another possibility is to take cash from the state treasury, but that would be difficult since the government has run a deficit in recent years. The last option would be to grow the PIF through returns, but the government claims to be seeking returns of between four and five percent annually, which will not create that kind of growth.

The OGM: What's the smartest thing Canada and the US could do right now to advance oil and gas exploration and production?

Dr. Ellen Wald: The U.S. and Canada need to incentivize E&P investment. Most IOCs are behind in their CapEx spending, meaning we may not have enough production in the coming years. Building better transportation infrastructure is also necessary as transportation costs eat into the profits of each barrel produced.

The OGM: Are there plans to align Aramco with further opportunities in the US and Canada?

Dr. Ellen Wald: Aramco goes where the profit opportunities are. Aramco already owns the largest refinery in the United States, as well as innovation centers across the continent, and a venture capital arm that invests in startups here. Aramco claims it does not yet foresee investing in oil rights outside of Saudi Arabia, but they have indicated an interest in investing in natural gas assets in North America.

If Aramco is going to be the IOC it sees itself as, then it will be open to working with any U.S. or Canadian opportunity. Aramco knows from its American past and American heritage, that there are few better partners than U.S. and Canadian companies.

The OGM: Where is the price of oil headed?

Dr. Ellen Wald: Ali al-Naimi, the former Aramco CEO and Saudi oil minister, once said that only Allah (God) knows where the price of oil is going. That said, I believe the drop in prices from 2014 to 2017 was the result of overproduction. Of course, the impetus for the actual drop was the decision by Saudi Arabia in June and November 2014 to allow for essentially unlimited production from OPEC.

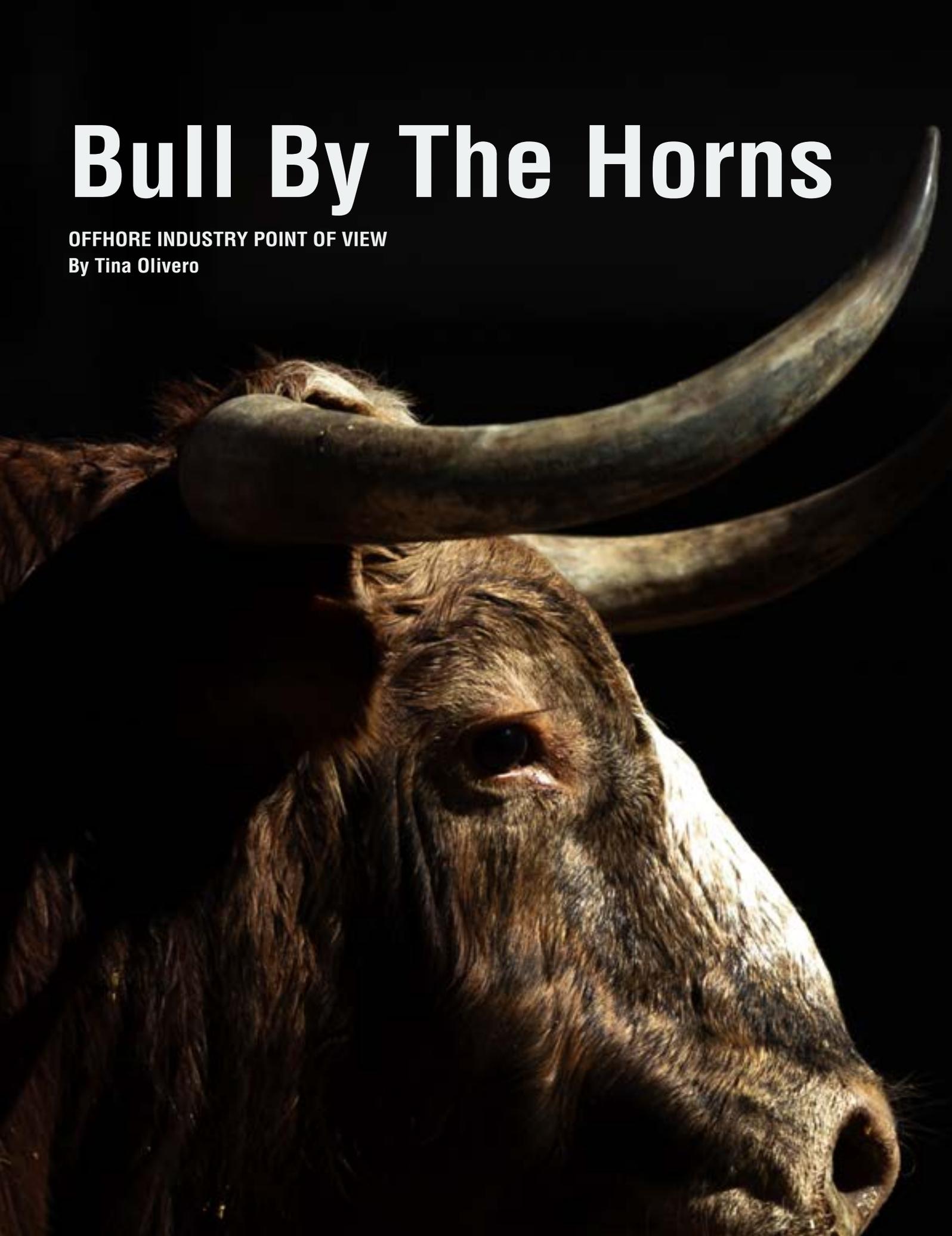
Saudi Arabia did not want to enact OPEC cuts that it alone would suffer for while the rest of OPEC cheated and non-OPEC producers (Russia, North America, and others) increased production to make up for Saudi reductions. Now, Aramco and Saudi Arabia have achieved what they wanted—they forced the weaker producers in US shale and Venezuela to cut production involuntarily and they forced the rest of OPEC (and even non-OPEC partners like Russia) to comply with new cuts. There is no reason, at this point, for any producer to seek lower prices. The question is whether demand or geopolitics will force prices up.

When it comes to understanding Saudi Arabia and Aramco's goals, it is important to look at their past. One must understand what drove them to success and what they are planning for in the future.

Bull By The Horns

OFFSHORE INDUSTRY POINT OF VIEW

By Tina Olivero



The Entrepreneur's Mind: It's a Matter of Discontent

Obama's book, *The Audacity of Hope*, said that his role as president was a great responsibility and his "great drive came from great discontent".

I thought a lot about that and realized that discontent comes from the disparity between where we are and where we can be. It's that uncomfortable edge that has an annoying call that just won't quit. There's a reason for it.

When it comes to Newfoundland's offshore oil exploration and production rate, there is that same level of discontent. A disparity between where we are and where we could be. How are we going to bridge that gap?

Back in 1992 when John Crosbie, Cabot Martin, and other esteemed business community members, took the '*Bull By The Horns*' and had the federal government invest in our first oil project, Hibernia they bridged that gap. That one move alone, ultimately became the catalyst for our offshore industry as it exists today. That was entrepreneurial minded.

My father, Bob Olivero, who was the head of Newfoundland's Public Service Commission back in the early 1990's, said, "Tina, here in Newfoundland we are resource-rich, we can do anything." Indeed we can.

Having been in the oil and gas industry for 26 years now, I have read, studied, traveled and witnessed other regions of the world like Norway, Abu Dhabi, Saudi Arabia, Doha and most recently Guyana, succeed far beyond where we have yet they have the same timeline and economic challenges. While I'm really proud of our four world-class oil-producing projects, I am also discontent with the disparity between our resource potential and our resource output. Are you?

Newfoundland and Labrador could be a mecca for offshore oil and gas as well as technology. The reality is, we are not there yet. Other regions of the world like Norway and Abu Dhabi are booming and have their own investment funds which will secure their future. It took a national mindset with state-owned oil companies to get there. Underdeveloped countries like Guyana are setting out at a record pace. What's stopping us?

Make the Damn Thing Happen

People who are willing to go beyond the status quo, like John Crosbie did all those years ago, and make the "damn thing" happen, is the answer our success. Get the job done. That's the attitude and leadership we need to drive exploration and drilling offshore. We need to get the federal and provincial government to step in like we did so many years ago and build our own oil exploration programs. Offering seismic data for other companies to become stronger, profitable and global in our region is one thing. Exploring and producing ourselves is another. We could be the "owners" of our own drill bits. And friggin' well, why not?

Offshore Newfoundland, we have an 'oil finding ratio' that is as high as four wells drilled and one discovered. That's great odds. We have two basins that we currently operate in (The

Jeanne D'Arc Basin & Flemish Pass Basin) with four oil projects producing oil - all of which have doubled (or more) in size since their initial discovery. We are maggoty with oil.

In this part of the world, we build castles in the sea. Castles that bring oil to the surface. The greatest technological advances in the world happened here. The greatest minds are here. We don't need the transfer of technology from other regions any longer. We are the technology.

We have 20+ basins out there with strong oil indicators. Does that mean that we could have 20 times the offshore industry we have now? I feel it right down to my fog-filled bones, the answer is yes.

Imagine 20 oil-producing basins with 3 or 4 oil projects producing in each one. An industry 20 times that of what it is today. Just imagine!

That's the vision that will make us energy independent and one that will have us be one of the most prosperous oil regions in the world. Shag the deficit, lets rise above all that and be profitable as a province, as a nation. That's where we can be.

I can see it clear as day. A booming economy, a powerful way of life, the freedom to invest and further prosper, and free college and university for all. We deserve that, our kids deserve that. Our sustainable future requires that.

Entrepreneurs Invest In Themselves

Why are we waiting for other people to invest offshore Newfoundland when we should be putting much more skin in the game and further investing in ourselves. That's what entrepreneurs do, they take a huge, massive leap of faith and jump. That's what the Feds did with Hibernia and it worked to the tune of \$billions in royalties for Canada and Newfoundland. That's what Danny Williams was doing when he was in office creating equity for the province in our own projects. Thanks to the foresight of the Mulrooney government all those years ago, that initial federal investment paid off in spades. All indicators suggest that when it comes to oil and gas, investing in ourselves works.

Newfoundland has enjoyed 'yearly royalty returns' of as much as \$2.8 billion from the offshore industry. Imagine what that figure could be if we actually owned majority shares in our own projects. The province currently owns minority shares in the White Rose project and that's paying off. New oil discoveries keep coming from White Rose. All indicators point to one thing "do it yourself".

We can drill and explore for our own oil. We can be oil project shareholders at a much higher level. We can reap the rewards. That's what Norway did with Statoil (STATE OIL). Today, it is a national oil company of stellar, record performance. Statoil was formed by the 2007 merger of Statoil with the oil and gas division of Norsk Hydro. As of 2017, the Government of Norway is the largest shareholder with 67% of the shares, while the rest is public stock. The ownership interest is managed by the Norwegian Ministry of Petroleum and Energy.

Where is our provincially owned, majority shareholder, oil company? I can see it now, Newfoundland Oil Company and Investment Fund. Can you?

Do you see how we could be the next North Sea with a large investment fund ensuring Newfoundlanders and Labradorians are some of the richest people per capita in the world?

We can wait for the oil price to be right, we can wait for other companies to explore but it's slow going byes. Slow as molasses and it costs us our potential and global advantage.

Let the Oil Price Drop Be Our Teacher

When I think about the 40,000+ Canadians who lost their jobs because of the oil price drop, you quickly realize that we have not secured our own future in Canada. We have not created a scenario of success regardless of market trends and outside influences. Provincially, we have not created the "no fail" solution for our offshore industry. Why haven't we, when clearly the best insurance we have, is in developing our own resources 'with' our own resources?

2030 Plan Is Too Late

We know that we have 25.5 billion barrels of oil and 20.6 trillion cubic feet of gas potential. Let's get the stuff out of the ground now because there is no promise of tomorrow. Let's find that oil and double, triple or quadruple our current discoveries. We need to be like savages and get 'er done. We need to be like pirates going for the gold. We need to be like an Olympic champion going for the world medal. Driven beyond driven.

Not only does it take the great seismic work that Nalcor did, to make oil and gas happen at the rate it should, but it also takes us having the guts to put our money where our mouth is and invest in ourselves, explore for oil ourselves, find oil ourselves. Forget fighting over Muskrat Falls project overruns. Focus on what 'can be done'. It's the fastest route to success.

5 Year Window Of Opportunity

Are outside oil companies going to invest at a rate that will quadruple our discovery ratio in the next five years? I can tell you right now, its not going to happen. Five years is the window of opportunity that we have for oil and gas exploration and infrastructure development before things dramatically change. Things like world oil demand in developing countries, world oil markets changing, pipeline access and security, established shipping lanes to market, global trade alliances, developing oil nations, the emergence of new energy and exponential technological advances will all impact our ability to succeed with oil and gas. We have five years to become the 'owners of our destiny'. I'm afraid t the 2030 plan a little too late.

Oil exploration and production have a lot of moving variables. We have to be strategic and laser sharp focused like the oil companies and get in there and make it happen.

You have to ask yourself, are we going to act and be globally competitive and overcome oil market variables or are we going to sit around fighting with each other about policies and procedures and environmental agendas of nay-sayers. Do we have time for that?

A silhouette of a bull running to the right, set against a warm, orange sunset sky. The bull is in mid-stride, with its front legs lifted. The background shows the dark silhouette of a tree on the left and a grassy field at the bottom.

*Just like all great businesses, we must have skin in the game.
We should invest in our own oil and gas resources. Explore for oil ourselves.
Find oil off our shores and reap the rewards.
Oil companies and other oil wealthy regions of the world do.
Why can't we? Think Norway. Think Abu Dhabi. - Tina Olivero*

Like Norway, we have to be Vikings. Aggressive and assertive. We need to be a 'hotbed' of oil discoveries because success breeds success. We could have the entire world's eyes on us as we show the world how to succeed with our own resources. That's exactly what Norway did with oil and gas and their fishery. That's what Silicone Valley did with Technology. That's what Dubai did with real estate. It's a business play and we can be in that game.

If we are not leaders we will be followers and we will feel the "direct impact of being a follower" and all the angst and loss that comes with it. Money loss, taxes loss, medical system loss, lifestyle loss, job loss, pension security loss, health, and well-being loss. We already saw it happen with the oil price drop and by 'da jaaysus, it wasn't pretty.

Imagine if we lose our oil foothold globally as the number three oil resource-rich nation in the world. We won't be talking about oil environmental policy then, because we'll be busy fighting for a job to pay the rent.

Taking The Bull by the Horns

It seems like the federal focus is on new energy. But people who work in the energy business know that new energy won't happen without oil and gas. Oil and gas is the bridge to new energy. You can't have one without the other. Oil and gas is the foundation of everything else we do. Oil is the one resource that makes every other industry work. Think transport. Think plastics.

With an idealistic view, as honorable as it may have seemed at the time, Masdar City in Abu Dhabi, had the vision of a zero-free carbon city until they realized it wasn't possible without oil and gas. Let global experiences be our teacher.

Can we work on this one together as a nation, just like John Crosbie and the St. John's business crew did way back when? Because I can't think of anything more important for Canada or for Newfoundland than making our oil industry an Olympic game.

When I started The OGM magazine six years before we had any oil in this province, I had no resources, no money, and no experience. But I created something from nothing. All guts as they say. No major credit to me because I'm not the only one. The majority of businesses in Newfoundland are small to medium-sized companies who all did the exact same thing. We are bullish for business. We are hearty Newfoundlanders full of guts and determination. We had to be, we came from the fishery. That level of stamina and "make it happen" is our greatest resource of all. Our bloodline alone of Vikings, Irish, Scottish and more, is enough to have us succeed. What more do you want, Jam on it?

I am so proud of what we have accomplished as a province and as a people so far, but I am also now 55 years of age and have lived my life through the eyes of the oil and gas industry. I am informed and experienced enough to know that we aren't even close to where we could be. I don't want to sit around and watch my 26-year legacy go down the tubes like I've seen so many other businesses do with the oil price drop. I don't want to be reactive to outside forces. I want to be proactive and secure our future.

This is the place where the rubber meets the road. Now or never. Bull by the Horns. Are you with me? If so, let's be acting more like John Crosbie and the bye's make the damn thing happen!

Oil exploration, here we come!



NEW OIL DISCOVERY

A-24 WHITE ROSE

By Tina Olivero

Way out there, 350 kilometres east of St. John's on the Grand Banks of Newfoundland, in about 120 meters of water is black gold. With four major projects operating (Hibernia, Terra Nova, White Rose and Hebron), there's promise of the next North Sea happening here as every oil project offshore Newfoundland has at least doubled if not tripled in size since its original discovery.

People who work on our offshore projects say that it's a 'dream come true' and the highlight of their career because to be an engineer working on one of the greatest projects on the planet, is truly a privilege. These guys build castles in the sea.

When it comes to the world of oil discoveries and lucrative surrounding regions, White Rose is best-in-show. Its original predicted size is minuscule compared to what the full area potential is now showing decades later. That has been the trend offshore Newfoundland. Every discovery has been a world-class project, a mega-find and always much bigger than originally thought. Because of this trend, these mega-projects have attracted some of the greatest companies to invest here and some of the greatest minds on the planet to come and work on them.

WHITE ROSE

The life of White Rose has been fascinating. First, it was *White Rose* the original field which was discovered in 1984 with the N-22 exploratory well. Following the initial discovery, eight additional wells were drilled to define the

structure which revealed 230 million barrels of recoverable oil. The first satellite field discovered was the South White Rose Extension. It was followed by West White Rose (2006) and North Amethyst (2006). All three of these fields have since been brought online, or are in progress. Fast forward a few years, and we have the A-78 discovery at Northwest White Rose (2017) and the A-24 discovery (2018) about 10km north of the SeaRose. Evaluation of both of these new opportunities is continuing.

As seen in the schematic, West White Rose, A-24 and A-78 discovery wells are relatively close to the 'original' White Rose field. The SeaRose FPSO (floating production, storage and offloading vessel) is located and produces oil from the original White Rose field.

The *West White Rose* oil field will produce oil with an entirely different method. Alternatively to an FPSO, it was found cost-effective to produce oil in this field with a concrete base structure (CBS). An island out at sea this giant castle will be made of a mammoth concrete base as the foundation of the platform with a mini town on top (the topsides). The platform will draw oil from below the seabed and bring it up the platform where it will then be shipped to sell on global markets.

The West White Rose concrete platform is currently being constructed at the Port of Argentia, in Placentia, Newfoundland. To give you an indication of the scale of the concrete gravity structure, it will take over two years to build, thousands of people will be employed on the project and its construction costs alone are over \$3 billion.

*In this part of the world ...
we build castles in the sea!*

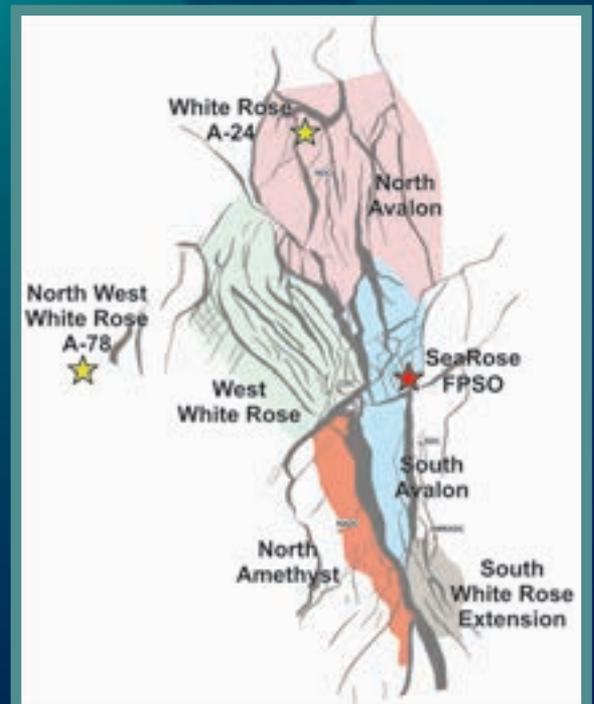
THE LATEST DISCOVERY: A-24

The A24 well was spud on March 8, 2018, using the mobile offshore drilling unit (MODU), the Henry Goodrich. It was spud in a water depth of 126 meters. Husky Energy has spent the last two months drilling and testing the well. The well encountered approximately 85m of oil-bearing sandstones.

While it is a major oil discovery, the latest A-24 oil find is still in the evaluation phase. Husky Energy plans further delineation of A-24 and the North White Rose to get a better understanding of the broader opportunity in both of those findings. Results will be forthcoming as the company knows the full scope and scale of both of these lucrative opportunities.

Bets are on this project being highly successful, providing a very strong shareholder return of Husky Energy, a massive contribution to the economy of Newfoundland and the rest of Canada as well as providing much-needed work for contractors and suppliers.

We are thankful to Husky Energy for taking the risk and exploring in the region, and we are more than pleased that they are reaping its rewards. As a province and a country we should be spudding some of our own wells given the track record of success in the region. State owned companies, like Norway (Statoil), and Abu Dhabi (ADNOC). They did it right. They have the ticket to a sustainable future.



WEST WHITE ROSE

The West White Rose project in Newfoundland, Canada includes the construction of a concrete structure and topsides. With its co-venture partners, Husky Energy is developing West White Rose with a concrete gravity (CGS) supported wellhead platform which is an innovative technology for the region and a proven concept around the world. This project introduces an established and innovative technology for developing small fields for the outlying areas of large fields to the local oil and gas industry, offshore Newfoundland.

Husky is the first to bring this CGS technology to Newfoundland and Labrador. The platform is a fixed drilling rig, which will produce oil and tie it back to the existing SeaRose FPSO. The benefits of this technology include; improved drilling efficiency, reduced weather downtime which is important in harsh conditions, lower operating costs and greater resource recover.

Total project cost to first oil is \$3.2 billion and total project costs over the life of the project are \$5.2 billion. Much of this project cost will be spent with local and Canadian companies who are successful bidders on the work. Procurement opportunities for West White Rose can be found at HuskyEnergy.com. Significant financial benefits will come to the province including project royalties and corporate income tax.

The total platform height is 241 metres and the total CGS weight equals 210,100 tonnes. The Argentia Graving Dock where it is being built was completed in May of 2015 and is approximately 25 meters deep. This allows the CGS to be constructed completely in the dry dock. The total in-province person-hours is expected to be approximately 10 million. The project requires between 700 and 800 workers at the Argentia site during the peak construction phase.

Dry Dock in Argentia, Newfoundland
The site for the construction of the
West White Rose Concrete
Gravity Structure (CGS)



PROJECT UPDATE

By Tina Olivero

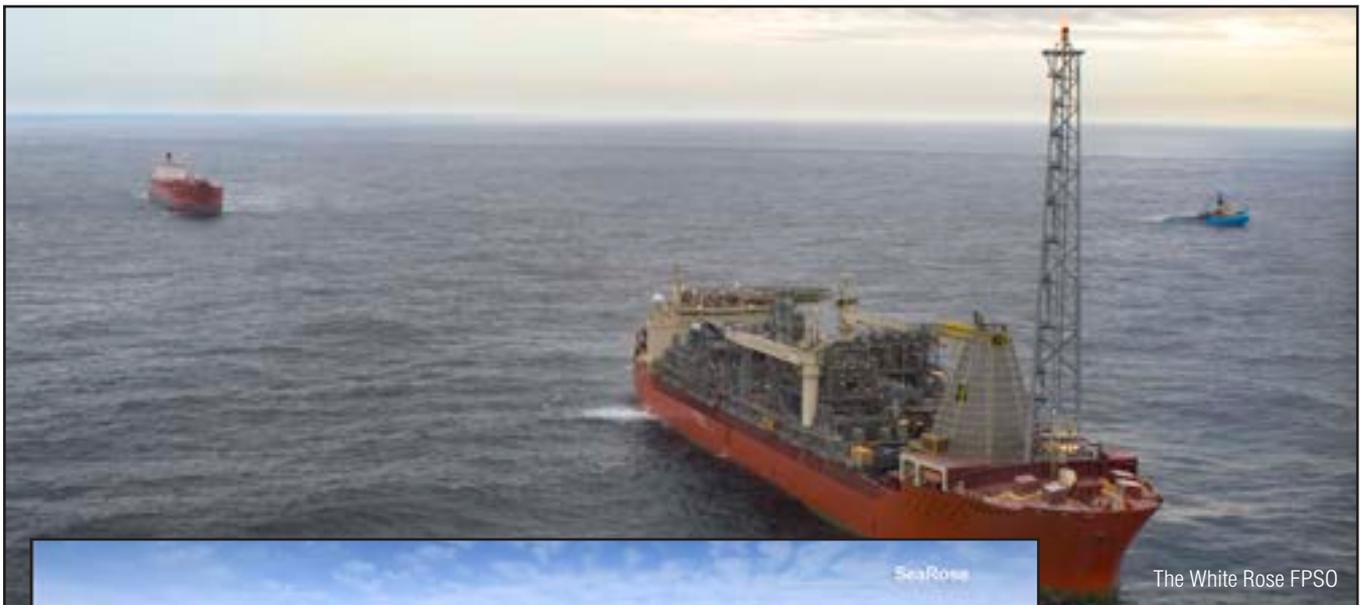
More than 18 million person-hours will be utilized for the wellhead platform operations, creating approximately 250 new platform jobs as well as indirect employment for approximately 1,500 people. Extension of life of the field for the SeaRose FPSO will result in more than 11 million person-hours of additional work and continued employment for the crew of the SeaRose.

Project construction for West White Rose continues to advance at three main sites: Marystown, and Argentia, Newfoundland and Ingleside, Texas. First steel for the Topsides was cut in April 2018. The living quarters are progressing in Marystown currently.

In Argentia, supporting infrastructure has been installed such as piping infrastructure, the concrete batch plant, offices and more. Test pours have been completed and we will start pouring concrete later this year.

There are currently about 300 workers on the Argentia site and this is expected to peak at 700-800 workers over the summer of 2018.

Like many of the White Rose oil discoveries, this project will be a prosperous success for Husky Energy and it's partners, the people of Newfoundland and Labrador as well as Canada. It's a winner. Congratulations!



The White Rose FPSO



The current White Rose field and satellites perspective



LET US HELP PROTECT THE LIFE OF YOUR ASSETS

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AKER SOLUTIONS CANADA By Tina Olivero

Dave Billard is a local Newfoundlander with a world of experience in the offshore. He formerly worked with TCO, Chevron and was also the Director of Engineering for the mega-Hebron project that is currently operating offshore Newfoundland.

With the foundation of his career in senior engineering roles in the oil and gas sector, Dave found himself working abroad but when he got the call to work at home with Aker Solutions Canada, like all Newfoundlanders, he jumped at the chance.

Dave is excited about his new role as the Country Manager for Aker Solutions Canada and how it will unfold. Dave says, “I oversee the St. John’s office, Edmonton office and we are doing work in Fort Mac as well. I am proud to say that 95 percent of our team are Newfoundlanders.”

In Canada, Aker Solutions currently has multiple clients offshore Newfoundland and is prospering in the region. Dave says, “I’m responsible for the success and profitability of the Canadian operations and we plan to expand our operations here even further in the subsea sector. It’s an exciting time for us.”

AKER SOLUTIONS: GLOBAL

Aker Solutions is a 177-year-old Norwegian company. They have 14,000 + employees around the globe, they operate in 20 countries with 52 office locations. From subsea to surface and concept to decommissioning, Aker Solutions technical expertise and partnerships provide energy companies with what they need to succeed. Combined with Aker Solutions long history of engineering in the most challenging environments, their approach delivers high-performance results for customers and shareholders worldwide. Aker Solutions leadership team realizes that it’s an international game we are all playing in the offshore. Their strategy is to have local people employed at home where

possible, making Dave a perfect fit for Aker Solutions Canada. The company CEO, Luis Araujo is not Norwegian, he is Brazilian. It is very much a multi-national game.

OIL PRICE

When asked about the price of oil and how it has impacted operations Dave said, “We are all challenged to reduce, reduce, reduce. Further reduction is not sensible. Reductions can only go so far because quality and safety can be compromised if we lack the appropriate resources. We also can’t continue to do things too fast or we will reduce the quality of our output. Quality solutions take time and focus.”

REGULATORY REGIME

In terms of new regulations for operators offshore Newfoundland, Dave says, “We can’t afford to wait for regulations to change, nor speculate that they will be detrimental. We have a regulatory regime now and we simply operate from there. I believe regulation changes will usually support better structures moving forward. We can’t come at this from a place of fear, rather a place of collaboration and continuity. If change happens we address that change as it comes. Right now we have solid policies and procedures in place and we follow them.”

INVESTMENT

Attracting companies to explore for oil offshore Newfoundland is critical. Dave says, “The work that Nalcor has done in terms of making data available to allow oil companies to understand the full potential of the region is the foundation of our success. We should build on the mindset of cooperation.



NALCO Champion

An Ecolab Company



Garrett Rogers, Area Manager of Oilfield Chemicals for Nalco Champion



"I am from Lawn, Newfoundland and I have worked in the oil and gas service industry for the past 18 years. In May 2011, while working in Angola I met Ryan Olson, who is currently Canadian Regional Manager of Oil Sands and Heavy Oil for Nalco Champion. During our conversation, I asked him, "Why isn't Nalco Champion operating in St. John's, Newfoundland?" I had been working in Angola for about 5 years and was up for a change. That conversation was the conception of Nalco Champion, upstream in eastern Canada," said Frank Brockerville, District Account Manager, Nalco Champion.

NALCO CHAMPION

Nalco Champion is an Ecolab company with one million customer locations; within more 40+ industries in over 170 countries. They are a mammoth company and are now located in Newfoundland. A strategic partnership between Nalco Champion and local company Alpha Chemicals, came together to supply the Hebron project with production chemicals and other chemical associated services. "The strategic partnership didn't happen overnight, said Paul Rawding, Vice President, Alpha Chemical Limited. This has been in the making for decades and it all culminated with us winning the Hebron contract, making Nalco Champion a company that is now firmly rooted in Newfoundland."

CHEMICAL OPERATIONS

Nalco Champion's current focus is the execution of our ExxonMobil Hebron oil field chemicals program. The project ensures asset integrity, flow assurance, and oil/water separation to meet regulatory and fiscal

requirements. That's a lot of chemical movement and it requires a lot of safety structure to execute. With this base of product and service offerings, Nalco Champion is now well poised for other contracts that will arise in the oil and gas industry. Offshore Newfoundland represents a world-class resource with an estimated 60 billion BOE. There is a lot more business in the future.

Oilfield specialty chemicals are risky business and require the utmost of professionalism and safety for pristine operations. Nalco Champion was up for the task. To execute the Hebron project a facility operation was needed on the ground floor for the local supply and service of chemicals in St. John's Newfoundland. District Manager and Director of Technology for Nalco Champion in Eastern Canada, Christopher Morrison says, "Internally, our supply chain adheres to "Zero Defect Delivery" standards. Externally, our chemicals are used to ensure facility asset integrity so that there are no breaches of containment. As well we provide flow assurance and oil/water separation ensuring environmental compliance in the environmentally sensitive Grand Banks. From manufacturing through supply chain, to our offshore personnel, all staff is trained in the safe handling of production chemicals."

CHEMICAL SAFETY

When it comes to people, first and foremost, Nalco Champion new hires have to embrace and live Nalco Champion's "Goal Zero" safety philosophy. They believe that zero accidents, incidents, and environmental releases are achievable.



Christopher Morrison, District Manager and Director of Technology for Nalco Champion in Eastern Canada



Frank Brockerville says, "There many tools and methods in our arsenal to help us achieve our safety goals. I believe that safety policies and procedures have to be strictly adhered to, no "shortcuts". I believe that a strong safety culture is developed over time by a positive discussion around safety during daily operational toolbox talks (everyone has a voice in safety), routine safety audits/safety meetings and incorporating safety lessons learned into daily routines."

THE FUTURE

Garrett Rogers, Area Manager of Oilfield Chemicals for Nalco Champion says, "We know there will be a lot more drilling offshore Newfoundland with the exploration and production programs that are happening. It's an exciting time when you realize that more oil discoveries are happening. Just last week we had another oil find."

Being a part of Newfoundland, its culture, workforce, and future are most important to Nalco Champion. Garrett says, "We see an opportunity for Nalco Champion to grow with customers in this region. Our goal is to have a strong local footprint and capabilities that enable us to bring our global expertise and leading technology to Newfoundland's oil and gas customers."

Ross O'Dell, Nalco Champion, VP OFC North America says, "At Nalco Champion, we have a division focused solely on deepwater CapEx projects and ongoing support for the production from new oil through the mature field. We like being alongside the best operators, in growing markets, in the most challenging environments. We are excited to have

set up operations to bring world-class support to the deepwater oil and gas industry here in Newfoundland."

Ross says, "Talent is a big priority for Nalco Champion around the world. Talent will fuel our future growth. That is why we are focused on attracting, hiring, and retaining outstanding teams. We also like to hire and develop talent from the communities in which we work while giving strong support from our global network of experts. We believe that we are enhanced by having diverse and inclusive teams."

NALCO CHAMPION FACILITY - GRAND OPENING

The brand new facility in White Hills includes the Nalco Champion office, warehousing, and chemical lab. It is a state-of-the-art operation designed for handling chemical operations.

June 21st marks the grand opening and guests will join team members for a showing of the facility and learn about the vision for expansion.

Guests will take a tour of the facility and will discover that it was designed by high-level, world-renowned, fire and safety specialists, RJ Bartlett Engineering, who adhere to or exceed US and Canadian fire regulations and specifications. It's an incredible world-class chemicals handling site.

From idea to completion, the St. John's Nalco Champion facility is now a reality. Frank Brockerville says, "Congratulations to all those involved in making this a success and for elevating Nalco Champion to be a leading chemical provider in Eastern Canada."



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FROM CROATIA TO LIFE IN CANADA



Damir and Ivan Zekic from Croatia now live in Newfoundland and work as Rubber Lining Specialists.

Spence Corrosion Canada Ltd. has expanded operations from Alberta to Newfoundland and Labrador. With a new location in the city of St. John's, the company services the oil and gas industry as well as other industries province-wide.

Gerry Sullivan, the National Business Development Manager of Spence Corrosion Canada is executing on contracts. He says it's been an exciting time, a time of enormous work and commitment to enter and succeed in a new market. "We plan to hire people locally and where the expertise is not here we have hired a few people from other regions. We plan on hiring 40 to 100 people to facilitate contracts in the region."

Damir Zekic is from Croatia and is a Supervisor with Spence Corrosion working out of their new Salmonier Line, Holyrood location. Damir brings with him a unique set of skills as a red seal electrician as well as a specialist in rubber lining. Rubber lining is a skill essential to Spence's operations and therefore they are a match. Through government support with programs like IRCC and the NL PNP program, Damir has transitioned as a foreign worker to the province. This has allowed for the transfer of technology in the rubber liner sector in the province. Damir says, "It's been a transition that was made easier because my brother and I are both here in Canada now working for Spence as rubber liner specialists. I have a good life here with my wife. We enjoy the fact that Newfoundland is an island and I love the people and their Irish roots."

Damir's brother Ivan Zekic arrived in Newfoundland sometime after his brother. He says, "I was a computer technician but I wanted to try something else so I got into rubber lining which I have specialized in for the last five years. This job has given me the opportunity to work throughout Canada and meet a lot of people. There are only three pipelining specialists in the province so it's nice to be in demand and it's also great transfer our skills and knowledge to the region. I love Newfoundland's history, language, and music. Most of all the people here are nice and truly welcoming."

Spence Corrosion offers an innovative approach to problem-solving and solution development with comprehensive tank lining services for all types of industrial bulk storage and process tanks. Drawing on many years of experience in corrosion prevention treatments, Spence offers a specialized tank lining service for on-site linings. Incorporating the latest technology in corrosion prevention, Spence offers the most time efficient solution to any storage tank lining problem, with a minimum amount of disruption. That's the job of Damir and Ivan, ensuring that pipe and tank lining services are available.

When you are in the dark a little bit of **light**, goes a long way

By Tina Olivero

Little did he know at the time, that his love of sports and adventure would lead to his destiny as the President of one of Canada's most innovative up-and-coming companies, Adventure Lights. There's something about Tim Ford. He's got 'that thing'. You know what I'm talking about. That thing that hits you in your belly and has your intuition whisper quietly, "This guy has it figured out. He is going to build an empire and make a huge impact in the world." Already a financial success and retired in his mid-thirties, Tim was searching for a new avenue to pursue. He found his passions in skiing and sailing, often found himself in remote and secluded locations, often alone. On solo adventures, one couldn't help but think, "What if something went wrong and I wasn't able to be found?"

That's when the light came on.

A fascinating story

It all started when Tim created lights for an expeditionary Adventure Race Team. That team raced across northern Africa in an elite sailing event. The team was made up of Military Special Operations personnel who could envision the direct applications of the lights to their line of work in the military. And so the story goes...

The seed of Tim's vision grew into a great Canadian Maple Tree. Today the branches of Tim's vision are far reaching into areas that need light the most. Areas like search and rescue, military operations, law enforcement, public safety, industrial safety, outdoor recreational adventures and nautical adventures. Adventure Lights products are a necessary complement to any adventurous activity and are essential to well being and security in most tactical, industrial and adventurous situations.

Adventure Lights Inc.

There's nothing like having the right tool in your greatest time of need. That's what Adventure Lights products have become. Tim says, "Adventure Lights Inc. is a Canadian company whose products are recognized for their extreme durability and outstanding performance. Our trademark, "Extreme Products for

Extreme Conditions®" is part of our mission statement - to make versatile and unique products that can be consistently relied upon to deliver outstanding performance."

The team of Adventure Lights Inc. is comprised of experts in portable lighting product design, electronic and mechanical engineering, molding, manufacturing, financial management, and marketing. They deliver Adventure Lights products to the world in all its various markets.

Where do Adventure Lights fit into your operation?

Imagine being able to set down your chopper in a remote location where there were no lights set up previously. That's the type of versatility that portable lights provide. These products are critical to military operations as well as oil and gas operations in terms of safety regimes. Being on the job can be dangerous. From low light situations to bad weather, Adventure Lights products will assist people in being seen. In some cases, that makes the difference between life and death. Adventure Lights products help protect industrial companies' employees from accidents and injury with an excellent array of safety products designed to meet the rugged standards of industrial business in all its many forms, from confined space to remote locations and emergency situations. Bad weather is often experienced in offshore oil operations, and Adventure Lights products assist with being seen in the most extreme conditions. Because they are waterproof and shockproof, these lights are durable in extreme conditions and help prevent certain accidents, as well as increase the likelihood of people being found if lost at sea during an accident.

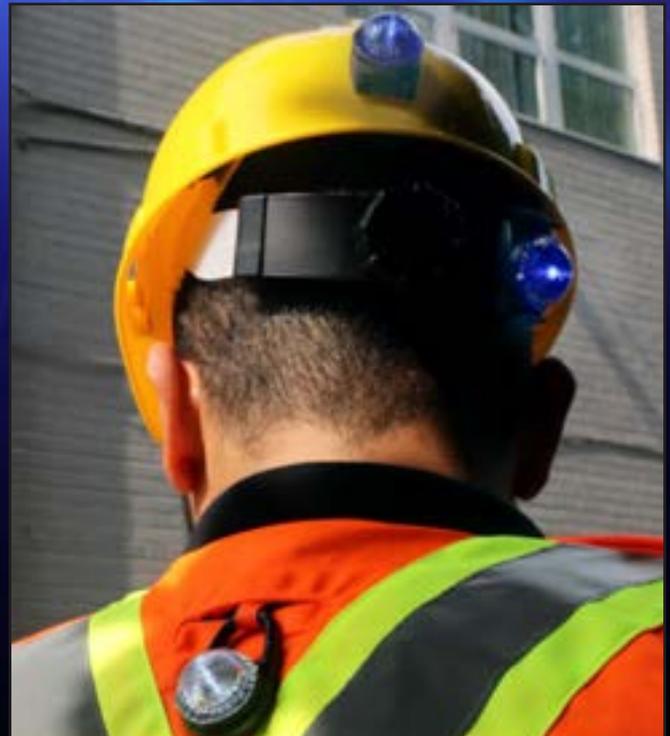
The global product line of lights offered by Adventure Lights is now vast, selling to naval, land and sea, air, mining, oil and gas, forestry, outdoor sports sectors and more. You will find Adventure lights on: Canadian Forces Navy and Army life jackets, Canadian and US life rafts and retrofits, submarine escape suit lights, pilot ejection seat emergency lights, US Navy Navair emergency location lights for pilot ejection seats, France's military and first response for man-portable landing zones for aircraft and helicopters, and many more applications.

What's next?

In 2018/19 Adventure Lights Inc. are finalizing man overboard lights and smart beacon technology that meet entirely new levels of safety with technical automation. In 2019, the 'Smart Beacon Platform' will be augmented for real-time location applications. New incoming technology for Adventure Lights products also includes damage control systems for ships as well as armored circuits for very low temperature, high-pressure situations, that also require advanced security. It is clear that as users of Adventure Lights products continue to find new applications, the company continues to expand its portfolio.

Adventure lights and you

Where do you need more light in your organization? If something went wrong, where would you need light the most? If you looked out at night during operations, could you easily identify your people and their functions? These are the questions of the day and Adventure Lights has answers.



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4 MINUTES

**That's all the time you have
to rescue a worker in a confined space**

Fire safety just got even safer with advances in technology that are saving lives. EnviroMed Detection Services CEO, Lee Parmiter, of

St. John's, Newfoundland, is excited about the world of safety for those working in the industrial sector.

Lee says, "Technology is now working where it matters most, with safety. With new devices that offer safety alerts, monitoring, tracking and full transparent communication, we are now much more connected and much safer than ever before."

Knowing where people are, how they are, where evacuation needs to take place, real-time response, remote area access, real-time incidence response, and following leading indicators of "near misses", are all possible with the new state-of-the-art G7 Blackline system and other systems, that are offered by EnviroMed Detection services.

Lee Parmiter says, "Technology mitigates risk. It's that simple. New advances in detection and response are so effective that we reduce human error dramatically. For example, the Blackline G7, which is a real-time, state-of-the-art, electronic gas detection unit is far outperforming what humans can do in much less time. These days people have full access and communication in difficult places, remote locations, and hazardous regions. This is the future of safety."

Lee says, "The ConneXt Pack that we provide gives our clients real-time information and it has become the new standard in safety, productivity, and compliance. It is the first wireless, portable, confined space gas detection system that significantly enhances safety. With ConneXt Pack, pre-configured wireless gas monitors report hazardous gas information and a man down alarms to a remote host controller. The ConneXt solution delivers lifesaving value to and first response operations. Data retrieved from wireless gas monitors can alert attendants and incident commanders instantly of toxic gas situations, allowing them to respond more quickly to emergency situations."

With applications in utility tunnels, fluid storage tanks, boilers, septic tanks, electrical vaults, and any area where there may be a fire and gas hazard, the ConneXt Pac supports onsite wireless solutions. It is a turn-key, application-focused combination of wireless four-gas QRAE 3 monitors and an EchoView Host portable controller. An attendant, using the EchoView host, has full visibility into the readings of the gas monitor worn by the confined space entrant. By receiving detector readings and man down alarms, the attendant can know what is happening in a confined space, in real time.

EnviroMed Detection services is proud to be elevating the game of safety with new technologically advances solutions.

WWW.EnviroMed.ca



Carbon Neutral

What's all the buzz about Carbon footprints and why are we in pursuit of a carbon neutral goal? The answer is simple. We are no longer willing to sit around and watch the planet die of pollution. People are becoming conscious about the earth like never before. Climate Change is the catalyst but so is our own desire to do better. We are moving into the era of environmental responsibility and ensuring a sustainable future. It's simple – we give a damn!

The Post-Carbon Economy

In an effort to reduce carbon emissions we can do two things to make it happen. Reduce carbon emissions or purchase carbon credits to offset carbon emissions. The combination of both allows us to fulfil the goal of being carbon neutral.

Carbon neutrality, or having a net zero carbon footprint refers to achieving net zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount to offset it or buying enough carbon credits to make up the difference. Best practice for organizations and individuals seeking carbon neutral status entails reducing and/or avoiding carbon emissions first so that only unavoidable emissions are offset.

Carbon offsetting is the process of paying others to remove carbon dioxide emitted from the atmosphere by methods such as planting trees or funding 'carbon projects' that lead to the prevention of future greenhouse gas emissions, or by buying carbon credits to remove them through carbon trading. These practices are often used in parallel, together with energy conservation measures to minimize energy use overall.

Masdar City, Abu Dhabi

I lived in Abu Dhabi in the Middle East for three years. Abu Dhabi is progressively well known as one of the world's great oil and gas developing nations. What's not as commonly known is how progressive they are in renewable energy. My home was situated just outside Abu Dhabi in a place called Khalifa City. Out my front window, I overlooked what is touted as one of the most progressive carbon reduction projects in the world – Masdar City.

Masdar is a testament to how fresh innovative ideas and collaboration can create eco-friendly outcomes and it is the Middle East's largest exporter of renewable energy.

Masdar City was connected into the public system and by 2016 it has achieved advanced renewable energy solutions. Today, Masdar is powered by 54 acres of solar panels with additional panels on the roofs. There are now light switches or water taps in the city; movement sensors control lighting and water to cut electricity consumption by over 50%. Approximately 80% of the water used will be recycled and wastewater will be reused as grey water for crop irrigation.

You get the picture. Not only companies, but entire cities are emerging with the goal of becoming net zero, and it's happening fast.

Greener Buildings In Canada

Today, LEED v4 is the most rigorous green building rating system in the world. From improving energy performance to emphasizing human health and integrative building design, LEED is encouraging project teams to operate beyond the status quo and create new and innovative green building solutions.

Canadians are stepping up, with over 350 registered projects to date and the early adopters have proven their abilities and helped drive change in the industry including greater manufacturer transparency and disclosure. From buildings to operational efficiencies, to our overall green footprint, the game of energy efficiency and carbon reduction is changing at exponential rates. It's proving to be a place of job creation, economic savings and environmental sustainability. That's the good news.

A Greener Oil Industry: Sharp Management + Aker Solutions

Offshore Newfoundland, Aker Solutions is breaking ground by progressively committing to a carbon neutral goal. Aker Solutions is the first company operating in Newfoundland's oil and gas sector to purchase carbon credits from Sharp Management, that are generated from wastewater treatment facilities in Appleton-Glenwood and Stephenville.

It's a new dawn It's a new day

JOIN ENVIRONMENTALLY CONSCIOUS LEADERS IN BEING CARBON NEUTRAL

By Tina Olivero

"We don't have to wait for someone to tell us what to do. Carbon neutrality is the right thing to do", said Dave Billard, Newfoundland's Aker vice-president and general manager. Aker of St. John's is currently assessing operations and predicts they will purchase between 100 and 200 equivalent offsets along with other green goals that will allow them to achieve a carbon neutral status.

Newfoundland and Labrador's First Carbon Offset Project

Glenn Sharp, President of Sharp Management is planning information sessions for companies interested in environmentally conscious action. The goal of Sharp Management is to assess companies and allow them to purchase credits if need be. Working with the oil and gas industry, municipalities and construction, Sharp Management is poised to offer carbon reduction solutions before it is even mandated in the province.

Glenn Sharp says, "For the first three months, the carbon credits are selling for \$25 per tonne and are offered exclusively to Newfoundland and Labradorian companies. After that three month period, we will be offering carbon credits internationally. I'm excited that Aker has taken the first step and has become a leader in environmental initiatives such as this carbon reduction program. We're looking to work with other companies like Aker Solutions that wish to follow suit and make a difference in the environment. We predict many companies will be interested in doing the right thing before it is legislated."

The Newfoundland Climate and Ecosystems Conservancy Project (NCECP) is publicly listed on the CSA Clean Projects Registry and has been 3rd party verified under the ISO-14064-2 by Fournier Toupin CPA Inc. The project mitigates greenhouse gas by engineering wetland systems for wastewater treatment, thereby offsetting carbon. Treating wastewater and sludge from municipalities eliminates environmental impacts of discharging raw wastewater and produces fewer greenhouse gases (GHG). A first for the province.

It takes a provincial commitment to ensure a sustainable energy future and working together in our own unique ways will achieve

that goal. An expression of unity and collaboration, the goal of carbon zero is an objective that we can all get behind and be proud of. It is our future after all.

DID YOU KNOW?

Air Canada and TD Bank Voluntarily purchased carbon credits to offset their carbon footprint.

Pink Floyd and The Rolling Stones have done carbon neutral tours and albums.

Vancouver 2010 Olympics were first carbon-neutral games in history.



Glenn Sharp (left) presents an official Newfoundland Climate and Ecosystems Conservancy Project Carbon Credit to Aker Solutions Canada, HSE manager Melissa English-Barbour and vice-president and general manager Dave Billard.

Photo: The Telegram/SaltWire Network



HOLYROOD

By Tina Olivero

HOLYROOD

Mom, who is now almost 80 and she looks like she is still 55. She has the spirit of a curious young lady. She looks out the front window every day and enjoys the sunsets over her “water” in Holyrood bay. I hear her familiar words, “My, look at all the new developments going on over there across the harbour”. A woman who used to plant flowers for the Holyrood beautification committee in Holyrood, mom, Sonia Olivero is thrilled to see Holyrood blooming.

THE HOLYROOD OCEAN PARK

Illuminating the future of a changing planet, Woods Hole Oceanographic Institution is the world’s leading organization dedicated to ocean research, exploration, and education. Their scientists and engineers push the boundaries of knowledge about the ocean to reveal its impacts on our planet and our lives. A center of excellence, Woods Hole is what the Ocean Park of Holyrood has been

modelled after. With four main pillars of development. The Holyrood Ocean Park includes:

1. Holyrood Oceana - Cold Oceans Research and Innovation Hub
2. BeachHead Innovation Centre and Suites - Start-up support for businesses
3. Blue Ocean Innovation Valley - Industrial, fabrication, manufacturing and lay down facilities
4. The Stores at Holyrood - Commercial developments

COLD OCEAN INNOVATION & RESEARCH

Some of the most innovative and influential scientific minds in the world are taking notice of Blue Ocean Innovation Valley as a home for innovation, research, and development in the industrial, commercial and ocean sectors. This centre provides an opportunity to discover the future of your research initiatives and grasp an ocean of opportunity through Oceana. The Oceana Cold Oceans Innovation and Research Park leverages the Town of Holyrood’s investment in an ocean innovation park, together with the Marine Institute’s world-class cold ocean research facility, to create a unique cluster of ocean-focused research and enterprise.

BEACHHEAD INNOVATION CENTRE

At Beachhead Innovation Centre, is for start-up companies – entrepreneurs who are inspired by technology and require prime office space, as well as world-class support services from industry leading experts. It’s a place where ideas and ambitions are fostered and supported in a customized way.

BLUE OCEAN INNOVATION VALLEY

Everything a thriving industrial entity requires at the Blue Ocean Industrial Park. With 50 acres of prime land for facilities related to industry, occupants will have access to lay down spaces, warehousing, fabrication, and manufacturing space. The industrial park is strategically located for easy access to development sites such as Bull Arm, St. John’s and Argentia. This tactical location is just 30- 45 minutes via the Trans-Canada Highway avoiding travel through all residential routes.

THE STORES

The Stores at Holyrood is a 20+ acre commercial development strategically located in the Blue Ocean Innovation Valley (boiv) at the heart of the town center. Characterized by shops, facilities and other aspects of commerce which is essential to a thriving entrepreneurial community, The Stores at Holyrood is accepting tenants and has a space available for your vision to take hold.

My mother, she’s proud of Holyrood and the people who are making it all happen in her town. A small but mighty crew they are. We thank you!

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in Holyrood, Newfoundland

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50 Acre Cold Ocean Research & Innovation Park
30/45 Minutes from St. John's, Bull Arm, Argentia
Marine Institute of Memorial University - Marine Base
Lay Down Storage Opportunities
Excellent Highway Access
Start-Up Innovation Centre
IBEW Center of Excellence
Future Cold Ocean Test Bed

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Residential Availability
K-12 Post Secondary Education
Full-Service Pleasure Boat Marina
9-Hole Golf Course

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BE A GOOD COMPANY

Olympic Medalist Brad Gushue Wins Gold and Goes Green

By Tina Olivero

What does curling have to do with recycling? Well, nothing really, except the latest green-innovation for industrial workwear has just raised a game-changing flag. It's a new-age solution for industrial waste management that has captured the attention of many including World Champion and Olympic Gold Medalist Brad Gushue.

Brad Gushue won the 2006 Winter Olympics gold medal for curling. Brad and team Gushue took home Canada's first Olympic gold in men's curling and Newfoundland's first gold medal in any sport. Since his Olympic experience, Brad has become a Canadian household name. He is currently the owner of several companies in Newfoundland including Orangetheory Fitness in St. John's and Menchie's Frozen Yogurt in St. John's and Mt. Pearl. He is a real estate investor and a public speaker. As well as an entrepreneur, Brad is a strong supporter for innovative solutions that serve our people.

Brad recalls, "I met Tom Legare at a golf tournament near Red Deer, Alberta. We had a great time together and I could see Tom's passion for his safety apparel business. As I learned more about his business I felt they were doing something really great. With everything going on in the world today, it is becoming more and more apparent that we need to take care of the place we live in. We all need to start thinking about the world we are going to leave to our kids and our grandkids. If we can make use out of something that has been used before, we should do it. That's what this project is all about. I admire this project because the end result is that the product they make is just as good, if not better, and everyone gets a chance to do that little bit extra to help."

Tom Legare says, "The last 18 months or so have been exciting times. Business I'm most sectors has recovered somewhat and we been on an amazing journey with not only our own success at Apparel Solutions but also experiencing success with our brand ambassadors Brad and Team Gushue as well as our recycle and environmental partners General Recycled. It was a great curling season for Brad and the boys. Being able to travel with and support Team Gushue we got an opportunity to see their dedication, work ethic and commitment to success. We really feel that Apparel Solutions embodies similar attributes. We had an opportunity this last year to travel to Camrose, Lloydminster, Regina, Las Vegas and Calgary cheering on Team Gushue and getting to know the families and team members. We can't thank them enough for being such great stewards of our brand, the sport of Curling and of course Newfoundland And Labrador and Canada. With recent oilfield conversations about climate change environmental impacts and Canadian technology and innovation we really feel the recycle of end of life PPE and FR garments is relative to those issues and for Apparel Solutions to be part of the solution and addressing the problem."

RECYCLE YOUR WORKWEAR

The collage features several images: a large photo of a male athlete in a white and red workwear jacket celebrating with a red baton; a smaller photo of a team of four athletes in similar workwear kneeling with a trophy; a full-body orange protective suit with reflective yellow-green stripes; and a photo of shelves stocked with folded workwear in various colors. At the bottom right is a circular recycling diagram with four stages: 'New Garment', 'End of Life Garment', 'Material Recovery', and 'Fabric'. Each stage includes a small image and descriptive text.

New Garment
The new protective garments meet all industry standards
- CGSB 155.20-2000
- NFPA 70E

End of Life Garment
We take back old coveralls for recycling which keeps them out of the landfills

Material Recovery
The recycled fibre has the same inherent fire resistant properties as the virgin fibre

Fabric

Alberta Company, Apparel Solutions, manufactures and recycles workwear - it's "Good & Green"



Recycled workwear

Most of us in the industrial business world, wear safety clothing but we don't really take the time to think about where our safety gear goes after we are finished with it. Discarded Personal Protection Equipment (PPE) workwear is typically disposed of in landfills, which mean that 85% of our collective apparel ends up creating mountains of clothes.

Workwear is often non-biodegradable, chemically treated, and potentially toxic. Discarded safety clothing usually ends up in the garbage and ultimately landfills. This makes industry and government huge contributors to industrial waste and to landfills. This is not only long-term harmful to the environment, but it is also expensive in terms of disposal costs.

Industrial waste accounts for about two-thirds of waste in landfills. Over the last 50 years since the development of man-made, fire resistant fibers and fabrics for workwear, this type of industrial waste has had a big impact on landfills. Industrial workwear that is fire retardant or chemically treated also may carry harmful chemicals that, over time, could also leach from the landfill and potentially be damaging to the environment.

The landfill disposal solution becomes a concern when you consider that landfills create Methane. Methane gas is far more dangerous to the environment than CO2 emissions. Methane gas is 21 times more potent than CO2 and 22% of methane pollution in Canada comes from landfills. Reducing methane emissions is key in the fight to reduce greenhouse gases. If we reduce waste sent to landfills, we can reduce methane gases from being released into the environment.

Here's the good news!

Recognizing that safety and fire resistant workwear is a potential hazard to the environment, Canadian entrepreneurs Ted Parker and Dave Kasper set out to find a better solution for used workwear than landfills. The answer came in old fire retardant work clothes and recycling them into brand new fire-resistant clothing. What a full-circle concept!

Through innovation, much persistence, significant investment, and extensive R&D efforts, the founders of General Recycled came up with a game-changing solution that allows companies and their employees to be "green" with workwear.

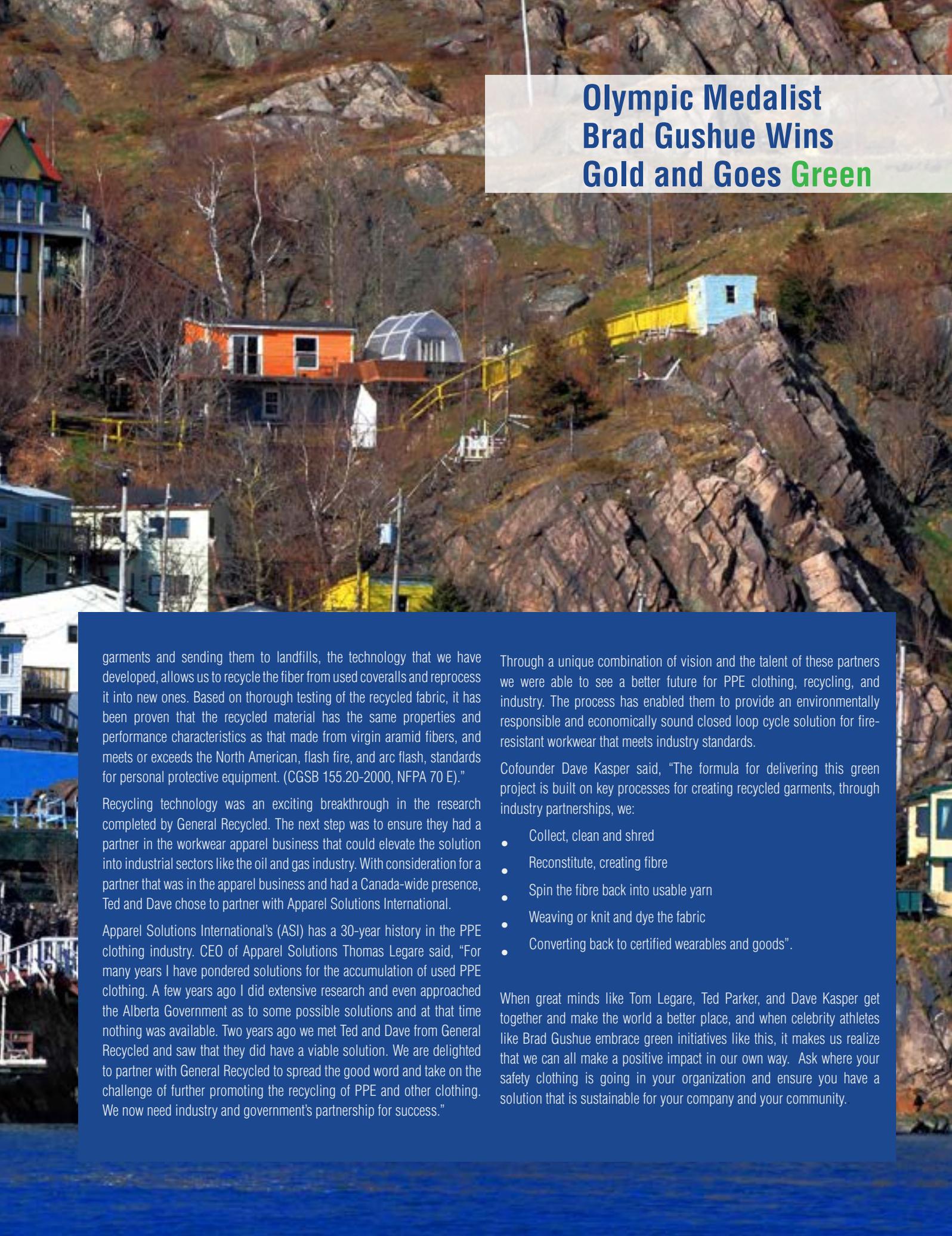
This is a recycling solution that is a win-win for all stakeholders involved.

1. It's a win for the companies that purchased industrial clothing and now have a new green disposal solution.
2. It is a win for the environment that benefits from the reduction of methane and CO2 emissions.
3. It's a win for future wearer's of PPE clothing in that the recycled goods are equal to and or better than regular PPE workwear, meeting PPE safety clothing standards and demands.

It's a practical, cost-effective, feel-good solution all the way around.

Meeting standards

Recycling enthusiast Ted Parker said, "Rather than disposing of used



Olympic Medalist Brad Gushue Wins Gold and Goes Green

garments and sending them to landfills, the technology that we have developed, allows us to recycle the fiber from used coveralls and reprocess it into new ones. Based on thorough testing of the recycled fabric, it has been proven that the recycled material has the same properties and performance characteristics as that made from virgin aramid fibers, and meets or exceeds the North American, flash fire, and arc flash, standards for personal protective equipment. (CGSB 155.20-2000, NFPA 70 E).”

Recycling technology was an exciting breakthrough in the research completed by General Recycled. The next step was to ensure they had a partner in the workwear apparel business that could elevate the solution into industrial sectors like the oil and gas industry. With consideration for a partner that was in the apparel business and had a Canada-wide presence, Ted and Dave chose to partner with Apparel Solutions International.

Apparel Solutions International’s (ASI) has a 30-year history in the PPE clothing industry. CEO of Apparel Solutions Thomas Legare said, “For many years I have pondered solutions for the accumulation of used PPE clothing. A few years ago I did extensive research and even approached the Alberta Government as to some possible solutions and at that time nothing was available. Two years ago we met Ted and Dave from General Recycled and saw that they did have a viable solution. We are delighted to partner with General Recycled to spread the good word and take on the challenge of further promoting the recycling of PPE and other clothing. We now need industry and government’s partnership for success.”

Through a unique combination of vision and the talent of these partners we were able to see a better future for PPE clothing, recycling, and industry. The process has enabled them to provide an environmentally responsible and economically sound closed loop cycle solution for fire-resistant workwear that meets industry standards.

Cofounder Dave Kasper said, “The formula for delivering this green project is built on key processes for creating recycled garments, through industry partnerships, we:

- Collect, clean and shred
- Reconstitute, creating fibre
- Spin the fibre back into usable yarn
- Weaving or knit and dye the fabric
- Converting back to certified wearables and goods”.

When great minds like Tom Legare, Ted Parker, and Dave Kasper get together and make the world a better place, and when celebrity athletes like Brad Gushue embrace green initiatives like this, it makes us realize that we can all make a positive impact in our own way. Ask where your safety clothing is going in your organization and ensure you have a solution that is sustainable for your company and your community.

HIDDEN GAS DETECTION

JUST GOT SAFER

Gas is that elusive substance that if undetected can be lethal. Industry standards dictate gas safety above all and where there is gas there is also a potential for leakage. Staying safe during operations with gas means taking the game to an entirely new level for areas of operation that may be confined or high risk. Thankfully technology is expanding at exponential rates and has the capacity to make things happen faster and easier in the gas detection world.

New state-of-the-art solutions are emerging for the gas industry. EnviroMed's CEO, Lee Parmiter, of St. John's, Newfoundland, is excited about technology and where it's taking the world of safety for industrial type companies that require gas monitoring and detection. He says, "Things are advancing so fast that we now have entirely new standards for keeping our people safe with advances in tracking and monitoring, gas detection, and confined space applications."

Lee says, "When it comes to detecting hazardous gas, you simply cannot afford to settle for anything less than a device that mitigates risk at the highest levels. We provide real-time information in a way that is immediate and precise and it has become the new standard in safety, productivity, and compliance. Technology now allows us to detect, track and monitor work situations that allow our clients to be proactive, mitigate risk and eliminate down times. In this era of business, it's a must. You can also stay a step ahead in man-down situations. When you know that an atmospheric alarm condition is fast approaching, you'll be able to alert your workers earlier, evacuate a confined space sooner and save more lives. That's imperative to all companies who value the safety of their workers."

Technology has allowed our workplaces, remote locations, and hazardous environments to be much safer. New detection, tracking and responding devices are taking over the scene and allowing us to feel much better about our workspaces and goals of zero incidences on the job. Technology is now working where it matters most – safety. With safety alerts, monitoring, tracking and full transparent communication, workplaces are now connected and much safer. Knowing who's on your site, where people are, how they are, where evacuation needs to take place, real-time response, remote area access, real-time incidence response, and following leading indicators of “near misses”, are all possible with the new state-of-the-art detection systems.

Detection technology is breaking new ground through “no motion” detection, fall detection, missed check in's, gas detection and just about anything you can think of on the job. It provides operator tracking, real-time tracking, and communication, remote communication, third-party communication, in-house monitoring with two-way voice communications and on-the-spot Reporting. The system itself takes care of data logging so that follow-up and paperwork becomes a thing of the past.

Lee says, “offshore or on land many of our detection devices works via satellite or cellular, allowing a full scope and range of communication, tracking, and detection. We are extremely proud to be supplying such an advanced system to the industry because, at the end of the day, our goal is zero incidence. We sleep at night knowing that the technology we provide keeps people safe.” To learn more about gas risk, assessment and monitoring go to www.EnviroMed.ca

YOUR COMPANY

Get Energy Efficiency Gain Energy Savings

BY Ashley Smith



Ashley Smith B.Sc., M.Eng., LEED AP, Sustainability Consulting, Green Building, and Construction management.

Our energy bills are about to increase so paying attention to energy and developing a strategy for reducing energy consumption simply makes good business sense.

A 'pay at the pump' tax on all fossil fuels. This includes gasoline, diesel, propane, heating oil and is starting no later than 2019.

Canada signed the Paris Accord and agreed to a Nationally Determined Contribution to global carbon emission reductions. From this Accord the Federal Government created the Pan Canadian Framework on Clean Growth and Climate Change and put a price on carbon. The tax is already in place in British Columbia and Alberta and planned for the Atlantic Provinces.

In less than four years we will likely be facing an electricity bill that has doubled and a 'tax' of almost 10 cents on our gasoline purchases.

The good news is we have a few years and there are good solutions. For example, Newfoundland Power's Net Metering Program allows customers to install renewable energy (solar, wind, micro-hydro) sized to offset their energy costs. This is an opportunity to swap an increasing and unstable energy price for a stable financing cost. We are also seeing loans and financing available that support a green new energy sustainable solutions.

Develop a Strategy

Developing a strategy for energy efficiency and carbon emissions reductions is similar to developing other strategies. As illustrated in the graphic in Figure 1, we start by establishing a vision, collecting energy data (electricity and fuel consumed), and calculating a carbon footprint which can be used as a strategic management tool. Once energy consumption and carbon emissions are known, we can benchmark against national and climate appropriate averages, then identify where

the significant risks and opportunities lie. Combining the energy use information, carbon inventory, and the risk and opportunity analysis, we can develop a strategy to improve energy efficiency, identify renewable energy and technology solutions, reduce carbon emissions, and save money.

As part of my professional career, I've attended carbon seminars, webinars and training sessions. The often overriding theme when it comes to the topic of carbon and emissions is fear. Fear of change, fear of rising prices, fear of remaining competitive in a tough market. It's a reasonable reaction, really, but I offer the following as balm and inspiration:

Czech Republic, Hungary, Slovakia, Poland, Denmark, Germany, the UK, and Sweden have all successfully decoupled carbon emissions from GDP growth. This means their GDP has grown and their national carbon emissions have declined. Here in Canada, Quebec, Ontario, and PEI have shown a decoupling trend. Quebec and Ontario both have strong policies on climate change, and PEI has utility-scale wind farms.

Sweden is a particularly good example. They adopted a carbon tax in 1991, which is currently \$168 US/t CO₂e. It took about five years for GDP to go up and carbon emissions down.

Several of the major companies in Sweden, including McDonald's, Siemens, and Coca-Cola joined forces and created the Haga Initiative, "... a network of companies that work to reduce carbon emissions from the business sector and highlight that ambitious climate strategies can create business advantage and improve profitability". In 2017, the Minister of

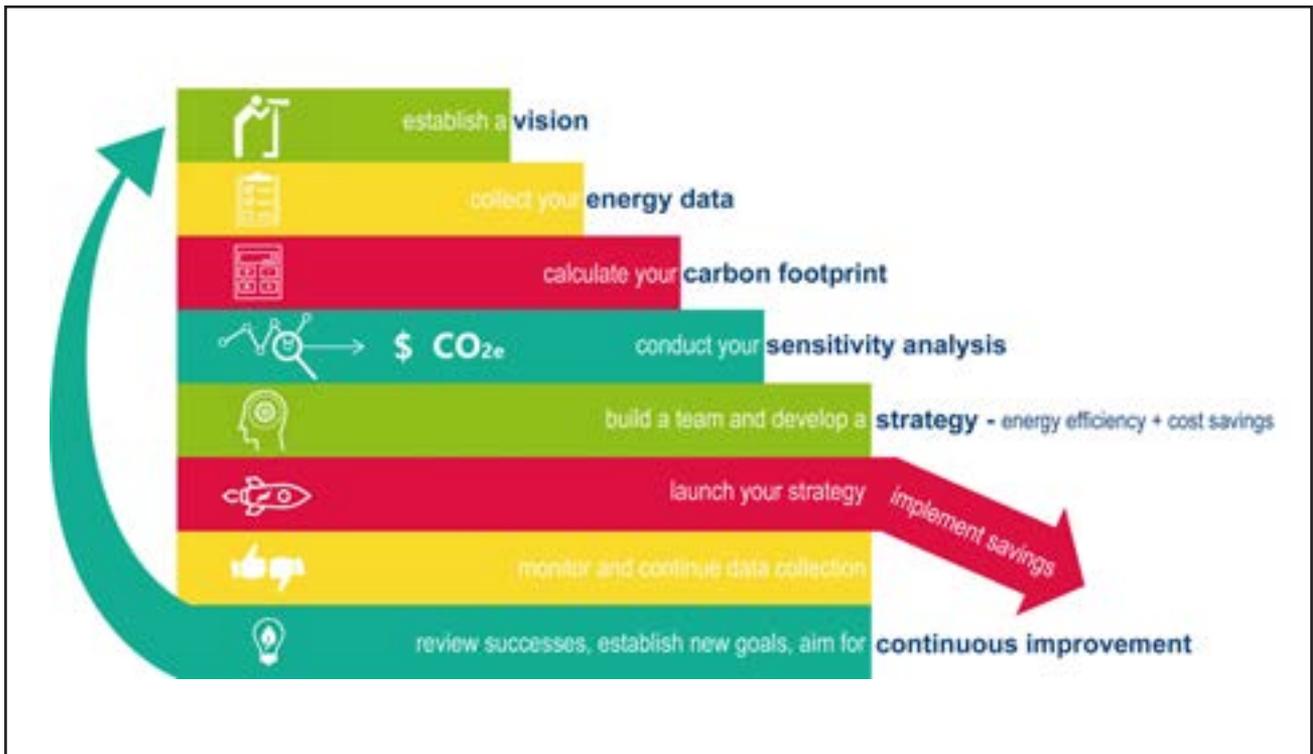


Figure 1: Steps for developing a corporate energy strategy.

International Development Cooperation and Climate wrote: “The Initiative’s vision is actually working out so well that these companies have already achieved the previous climate objective of a 40 percent reduction in emissions...” The results from Sweden make sense. For example, a grid-tied solar panel array in Newfoundland can be installed for an average price of 12 cents/kWh and wind can be installed for an average price range of 5-17 cents/kWh depending on where you are and what size turbine is being installed. That’s a stable cost for the life of the system. No increases from inflation, mismanagement, or otherwise. Energy efficiency simply saves money.

Bridging Oil and Gas to New Energy

The world is a big place, with lots of intelligent and dedicated people coming up with creative solutions that bridge oil and gas to new energy. From 2000-2010 US-based oil and gas companies invested approximately \$9 Billion in renewable energy pilot, demonstration, and offsetting projects. It is conceivable to imagine an offshore wind turbine married to an offshore drilling rig. Today, solar panels are common on oil platforms especially in areas like the middle east where the sun is prevalent.

Energy Efficiency At Work

Bringing it back to the individual business, a great place to start energy efficiency and emissions reduction efforts at no (or very low) cost is with existing employees. Staff most often have a level of knowledge that can be used as a resource for

improving efficiency and associated energy use. Setting up an energy-focused employee suggestion board is a great way to engage with staff and access knowledge that would otherwise go untapped.

Other no/ low-cost options include: Have a ‘sweater day’ and turn the thermostat down a degree or two. Review lighting: Are the lights on in unoccupied spaces? Review operations in off hours: Are the lights or heat on in unoccupied or ‘dead’ spaces?

Look at operating schedules and controls. For example, can equipment run times be shifted to shave peak kW usage and reduce demand charges.

If budget is available for an energy strategy and the desire exists, good places to start include; a thermal scan of the building, energy efficiency training, fleet route review, fuel-saving driver training, heat recovery technologies, and on-site renewable energy.

One can also engage a consultant to conduct an energy review and create a corporate energy and emissions reduction strategy.

Fundamental Inc. is a consulting firm which helps clients understand and effectively incorporate energy efficiency and the cost savings. Owner and Director, Ashley Smith B.Sc., M.Eng., LEED AP, has 16 years’ experience in sustainability consulting, green building, and construction management.

EXTRAORDINARY

BY Tina Olivero

WOMEN

In Newfoundland and Labrador, sharing stories has been our way of life. In this edition of The OGM, we put the spotlight on “Extraordinary Women”. Those who make a difference in business and our communities every day and tell great stories.

These women are leaders. Their commitment, endless hours of hard work and passion are an expression of vision, heart, and purpose in this region.

The women here have all been speakers at the Extraordinary Women Luncheon, sharing their stories to inspired listeners in St. John's, Newfoundland.

At this luncheon, you witness first hand the trials and successes of extraordinary women on the journey of life. You will laugh, cry and identify with their view of the world as these women touch, move and inspire you.

With vision and the leadership of Susan Sparkes, this luncheon happens each month and is always a place for networking, learning, connecting and elevating it's people.

www.TheExtraordinaryWomen.com



The OGM: If you had unlimited resources and the power to make a change, what would you focus on for the prosperity of the people of Newfoundland and Labrador?

ELAINE DOBBIN: Disintegrating rural Newfoundland and Labrador has been an issue since 1967. The resettlement program was immortalized in songs such as Out From St. Leonard's and Outport People. It seems the government of the day wanted everyone to leave their heritage and culture. I understand their reasoning for moving the residents of these isolated communities to bigger centres that offered services they were not receiving or the government could no longer afford to provide.

We saw a lot of nervous energy in the communities. There was a great deal of effort taken by local, state and federal representatives, identifying ways to build an economic response strategy to the crisis. We've learned that economic development is a very slow and steady movement. It's not something that happens overnight; a crisis is what happens overnight. There is a distinction between economic growth and economic development, and development is the healthier approach in the long term.

Growth is what we need. It feels positive, it feels great, but it's vulnerable. So I think that's how we should refocus our evaluation of economics in the community. Instead of the new immigrants and refugees moving to the already overburdened big cities, move them to Newfoundland and to our rural communities. We need the people to increase our declining population. We need the people to help these communities survive.

Our overall mission should be to demonstrate the power of local economic and community development efforts, for rural communities. We understand that each community has its own unique set of challenges, but also the opportunities, resources and abilities to respond. Our mission should be to lead by example and to demonstrate that ability that communities have.

So to answer your question if I had unlimited resources, I would help the people in our rural communities to survive and help to maintain our heritage and culture in our dying rural communities. Zita Cobb did an amazing job in making this happen on Fogo Island. Zita, with her amazing abilities, hard work, financial input and foresight, saved Fogo Island. Zita has proven that dying rural communities can survive.



The OGM: If you had unlimited resources and the power to make the change, what would you focus on for the prosperity of the people of Newfoundland and Labrador?

SUSAN SPARKES: My focus would be on nutrition as a cornerstone of a vibrant economy. Our citizens need to have wellbeing, vigor and health and that comes from what we eat.

An enabled creative work environment takes initiative, planning, time and energy – whether it's shoveling snow, looking after our children, working on an offshore oil rig or working as a professional, we need to be healthy to execute them.

All these tasks and activities need brain power with focused attention and when the macronutrients supplied by food aren't distributed within the brain, this organ begins to perform in diminishing capacity. Malnutrition affects every function of the body. The local news and statistics say that we do not have a healthy population at this point and that needs to change.

We've said for decades that Newfoundland and Labradorians are some of the smartest people and for this trend to continue we need to be healthy in body, mind and drive to be self-sustaining. The province needs to develop a maintainable source of food for our entire population which can be accomplished using hydroponic farming right here in Newfoundland.

An excellent first step would be to supply every household with a family-sized hydroponic unit that is capable of growing basic vegetables and fruit on a continuous basis. Enactus Memorial invented this system and have partnered with Choices for Youth to employ their young people to build/assemble hydroponic units. Many of these Youth have developed full-time permanent employment.

As the province's health care costs continue to escalate, enabling our citizens in every community to become healthy with self-accountability will spur more energy and activities throughout every community. Imagine having organic produce available in Nain or St. Anthony in mid-winter or hurricane season! Not to mention the St. John's supermarkets.

Think about how much the cost of being unhealthy impacts our health care. Diabetes and heart-related illnesses, mental illness being and cancers can all be improved when we have organic, healthy nutritious food.



The OGM: If you had unlimited resources and the power to make a change, what would you focus on for the prosperity of the people of Newfoundland and Labrador?

CATHY BENNETT: The most important investment, besides Health Care which will undoubtedly require critical investments, contemporary policies and precise, rapid change management towards those policies, in my opinion, is Education.

Think about the technology tools you used in your first job. How much has changed in such a short period of time? And that pace of change is speeding up. The world of the future, the one we will need to compete in on a regional, national and global basis will be radically different from today. Technology will bring our world closer but will also change the jobs of the future in a fundamental way. Education, not for today's reality, but for the future our children will face is critical.

Our vision needs to be for modern curriculums, starting in the very critical early years, which would include coding, science, technology, engineering and math education. The curriculum provided by the best trained, best-supported educators operating above the average standards. These technical skills would be complemented by courses that develop soft skills as well as emotional intelligence. An education system that leaves no child, or adult behind. One that recognizes exceptionalities and provides the tools for every single student to participate and achieve success. Post-secondary offerings would be the most progressive programs supported by diverse and highly skilled instructors and professors where students learned in quality environments.

Young people, our children, are depending on us to enable and empower the success of their generation and I believe education is the most important way to make that happen.

The challenges facing our Province remain the same regardless of the price of oil or the price of minerals. Prioritizing education for our children to prepare them for the realities they will face as our economy continues to shift with the global economic pressures is fundamental to the future of our Province. We must resist letting the very serious changing demographics we face mask the importance of education for our young people. Globally competitive education systems must be our goal.



The OGM: If you had unlimited resources and the power to make a change, what would you focus on for the prosperity of the people of Newfoundland and Labrador?

KATHIE HICKS: I don't know about anyone else but I sure got riled when a well-known economist recently said, "Anything good and Newfoundland is at the bottom. Anything bad, Newfoundland is at the top". Wade Locke was referring to things like leading the nation on unemployment, hypertension, obesity and diabetes, among other measurements. We even lead the country in alcohol consumption.

Well, I say these are labels we absolutely do not need to own. If I had the money and the power, the priority would be to do what has to be done to get our people healthier, happier, empowered and more in control of their destiny. Just as any corporation builds a strategy around selling goods, so too can we build a strategy on how we get stronger, more creative and making smarter decisions which lead to better living. I also buy into the idea that besides GDP, the measurement of human well-being and happiness should be included in a measure of national economic well being.

Our healthcare costs are staggering and are one of the single biggest threats to our prosperity. So we need to tackle that with priority budget initiatives directed at a more secure food supply, being more proactive on disease prevention, advancing a recovery based approach on the ever-growing trend of mental health and addictions.

At the same time, we could be highlighting and celebrating our community spirit of sharing, elevating the value of seniors, and flying the flag of happiness. Happy matters! The better we feel, the better we act and the smarter we grow. Just as we promote all of the wonderful tourism and culture ads showing nature's bounty and hospitality you won't find anywhere else, have our own internal marketing campaign to promote our new life of being progressive and living well.

We have what most people want - fresh air, freedom, rich community living, Olympic medal winners, the funniest people in Canada, an enviable foodie reputation, a show about us on Broadway, world-class talent everywhere, copious natural resources, close family connections and a generosity of spirit that is unparalleled. We are a small province that is mighty. Let's change our view of ourselves.

WOMEN



The OGM: If you had unlimited resources and the power to make a change, what would you focus on for the prosperity of the people of Newfoundland and Labrador?

JUDY SPARKES GIANNOU: People need to be more engaged in how we are governed. We have reverted back to old-style politics and the world has changed, as have the needs of all people. I am sure most people no longer truly understand what the expectations or role of government should be.

Politics has become a personality contest, a specific party or policies are sidelined and it is now a place of blame and shame, and a race to get re-elected. We can't afford that. We need to be entirely focused on vision and leadership and getting the most important issues resolved.

Any number of jurisdictions around the world have reinvented themselves and there is much to be learned from a different approach. For example, in Switzerland, they have an advanced system of government.

Swiss citizens make decisions about governance and elected officials. Switzerland's voting system is unique in that it practices direct democracy in parallel with representative democracy, giving the people the power.

There is a minimum of four referendums each year where citizens are required to vote on issues, policies, or governance. I believe this type of collaborative approach would result in balanced decision making where business, labour, government, arts, health care, education and all sectors, work together toward the greater good of the whole.

Nobody can solve today's challenges alone. This is the era of collaboration and shared views. Like the Swiss, we have to move to a strong model of partnership and inclusion. We have to be educated on the issues and work together find solutions. We have to voice our beliefs about the way things should be run and most importantly what the future can be.

We can't continue to do the same things and expect different results. At all levels of government, the opportunities are abundant; If we are to capitalize on what is on our doorstep, it's time for a change.

EXTRAORDINARY

OUR PRODUCT IS PEOPLE



Richard Levert, president of Levert Group saw the opportunities of the future in 'people'. Richard found a niche in the market for hiring reliable, skilled workers in the industrial sector and to his credit, built a highly successful personnel agency from there. He says, "our product is people."

Karen Myers is the Branch Manager for Levert Personnel in Eastern Canada (top photo second right). Karen shares "We have four divisions serving corporate clients and job seekers across Canada and abroad (offshore crewing, marine crewing, mining/heavy industrial and onshore office/light industrial). Our vision for the Oil and Gas industry is to continue supporting those Clients, that have entrusted their contractual staffing needs to our group for the past 6 years, in addition to building our portfolio to include other organizations who contribute to the oil and gas supply chain. Our group is excited about the continued interest in offshore Eastern Canada and we envision being a partner to support the industry from discovery through to production and even decommissioning."

Levert's dedicated team of management and operational staff continues to expand both the range of services and the company's geographical reach. Offshore Atlantic Canada The Marine Crewing Division of Levert provides Deck and Engine Room Crew, Marine Mammal Observers, Fishery Liaison Officers etc. Levert's Offshore Crewing capability includes the provision of multi-disciplined crew on offshore semi-submersible drill rigs, FPSO Installations and Pipeline Processes. They provide Offshore Mechanics, Electricians, Instrumentation Technicians, Sample Catchers, Material Handlers, Drillers, Crane Operators, EROs, Roughnecks and Coiled Tubing Technicians etc. to the Atlantic Canada Offshore Industry.

JOB GROWTH SECTOR

Deborah Blundon (Account Manager with Levert Eastern top photo second left) says, "There will be significant growth over the next several years in the Atlantic Provinces across some key sectors: Technological/Digitalization, Civil/Industrial, Mining,



Ocean Research and Advancement, Shipbuilding as well as continued exploration and development of our offshore resources. This includes the development of the Husky White Rose project and planned retrofitting on existing assets. Opportunity could also present itself in the budding alternative energy sector, most notably planned development of wind energy. The Aquaculture Industry also shows continued growth potential. At Levert, our hope is that we can partner with the organizations involved in much of this growth by connecting them with the high caliber personnel needed to support their growth and expansion.”

FINDING THE RIGHT MATCH

Karen explains Levert’s approach to hiring and matching candidates as follows: “We have a comprehensive onboarding process which profiles our candidates for both their technical and soft skills. We verify their previous work history and the skill sets acquired. Emotional intelligence, maturity, and accountability are extremely important as well. We rely on behavioural profiling of candidates, either by

interviewing or testing, to identify these traits. Levert’s focus on continuous improvement is driven by our client’s needs and preferences. We spend as much time as necessary listening to our clients to ensure we understand their needs. We have a time-tested, well-developed on-boarding program, that allows us to get to know the employee as an individual as well as a professional in their field and apply that knowledge to our client’s work environments.”

There’s no doubt about it Levert has market access to high-caliber candidates across a broad geographical reach and in multi-industry sectors. They are strongly positioned in the industrial sector which results in a deep understanding labour market needs. With their long history and experience in the offshore, they provide a ‘collective’ wealth of knowledge and experience. With new projects happening, the price of oil rising, and the industry getting right back up on its feet, hiring will continue to be a top priority.

To learn more: levert.ca



MARYSTOWN SEAFARM

THE NEXT MEGA PROJECT OFFSHORE NEWFOUNDLAND

BY Tina Olivero

I asked Thomas if he was related to the great composer from Norway, Edvard Grieg. His response was just like something you'd hear on George Street, Newfoundland over a beer. "Yes, he's my great, great, grandfather's cousin or something like that... I'm also related to every other Grieg in Norway."

The Grieg family of Norway is likened to the Crosby Family in Newfoundland. Fiercely loyal entrepreneurs, they are shaping the future of the region with sheer guts and determination.

Grieg Group

Joachim Grieg started the ship-brokering company Joachim Grieg in 1884, which today has evolved into the Grieg Group.

The Grieg Group consists of several companies, most of which are related to the diverse coastal industries of Norway. Most notably the Grieg portfolio of companies consists of the shipping company Grieg Star, which operates more than 30 general cargo and bulk carriers. Additionally the salmon farming company Grieg Seafood is a world-class operation, which was founded in 1992 and will produce 80,000 tons of salmon this year.

Thomas W. Grieg is from a long legacy of Grieg family members. Today he is the Special Advisor for the Grieg project taking place in Marystown, Newfoundland through Grieg NL Seafarms Ltd.



Like many Newfoundland, family-owned businesses, Thomas says, “My father and his three sisters run the Grieg Group together, with the help of many talented people. Some of the members of the next generation of the Grieg family have over the past few years started their careers in the Group. I was one of them. My educational background and work experience consist of an M.Sc. in Marine Technology, offshore drilling and project management consulting. Last year I left my job with EY to work on the exciting opportunity we have in sea farming here in Newfoundland. For the last year, I have lived mostly in Marystown and St. John’s, learning about the culture and people as much as I can. I have been focused on the long-term vision of the overall project and simultaneously on the near-term construction phase of the project and getting the many details ready to make that happen.”

There are not many places in the world where salmon farming is feasible. You need the right protected coastal line, the right temperature during summer and winter as well as correct levels of oxygen and current. The water depth is also important. Thomas says, “Today Norway, UK, Canada and Chile are ideal places to grow salmon compared to other regions of the world. We see Newfoundland as the next growth sector in the salmon industry and we want to be a part of it.”

The Marystown salmon hatchery is more than ready to proceed. Thomas is excited, “We are already working full speed ahead and what is most important for us right now

is that we do not see any more delays. We started working on this project 4 years ago and we hope that late this summer we can commence groundwork for the hatchery. The ongoing support from the communities on the Burin Peninsula, as well as constructive dialogues and support from the Provincial Government, is of great importance to expedite the project. As well we want to work with ambitious and competent people who want to be a part of our growth story.”

Commencement of the project starts with the construction, which occurs in several stages. This allows the hatchery to start production before construction of all three facilities (hatchery, nursery and post-smolt) are complete.

Thomas explains, “Constructing this project is a major undertaking. We believe it is one of, if not the largest building to be constructed in the province. Depending on the EIS outcome, we hope to start site work for the land base facilities late this summer and insert the first salmon eggs into the facility in 2019. This will allow us to move the first fish to sea during the summer of 2020 and start our first harvest before the winter of 2021. This is an assertive timeline that we are 100 percent committed to. It’s taken our vision, resources and investment to get us to where we are today. Now it’s time to ensure that it is executed with precision. We are excited about it and as you can see we are here for the long term.”



Thomas Grieg, Special Advisor
Grieg NL Seafarms Ltd.

The hatchery site located just outside Marystown where there will Grieg will construct the 21.000 sq.m hatchery, producing 7 million smolt that will enter the sea sites in Placentia Bay.

ECONOMIC PROSPERITY

A report done by independent consultant Barry Shepard for the Burin Peninsula Chamber of Commerce in 2016 assessed the economic impact of the project as follows:

Total GDP impact: \$150 Million Canadian

Total Employment Income Impact: \$57.5 Million Canadian

Total Employment Jobs Impact once operational: 1036 (not including construction)

The impact and economic benefits are about twice as high during the two years of construction and will employ more than 2000 people.

TRANSFER OF TECHNOLOGY

The latest and newest technology in the salmon farming industry will be utilized ensuring a transfer of knowledge and technology to the region which will greatly advance the standard and quality of salmon farming in Newfoundland and Canada overall. This project is firmly focused on using local suppliers for numerous services and job types, like diving, ensilage treatment, maintenance, drivers, contractors, electricians, mechanics, HVAC specialists, engineers, construction suppliers, and many more.

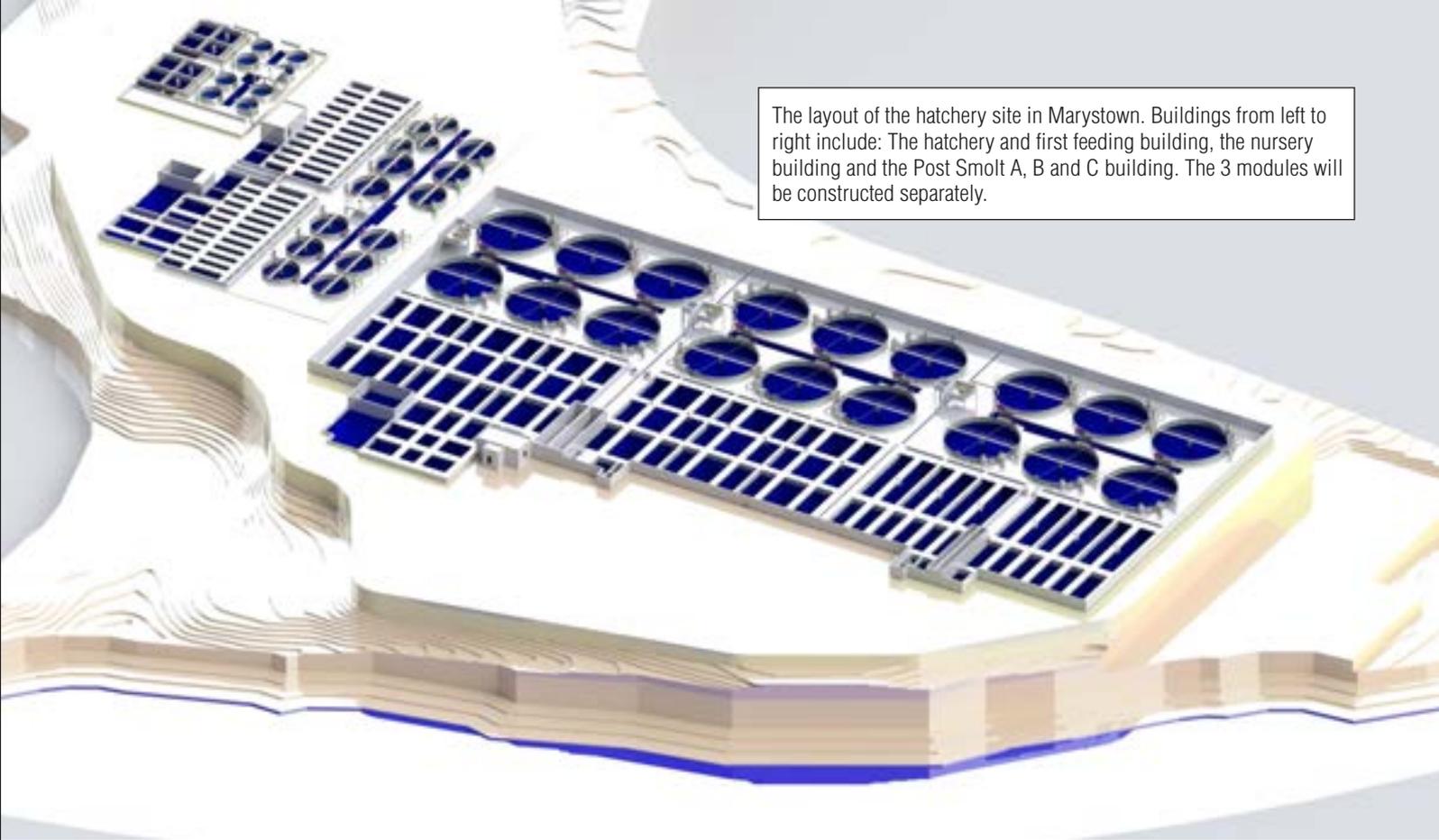
This hatchery and its construction phase, employment and timelines are comparable in size to the West White

Rose construction project happening simultaneously at Placentia, Newfoundland. No longer are we relying on one sector to sustain us. Finally, the time has come when the fishery and the oil and gas industry will both provide mega-returns for their industry sectors. We can thank all governments, visionaries and business minds involved for that!

HATCHERY TECHNOLOGY & BENEFITS

The advanced RAS system allows for the building of a hatchery in rural coastal areas that are in a great need of new job opportunities. This plant will, directly and indirectly, create long-term jobs for several communities on the Burin Peninsula. New long-term job opportunities are merged with one of the most environmentally friendly production methods available for fish farming today. This makes it reasonable for the majority of people in the coastal areas of the Burin Peninsula to support this development.

There are organizations and groups that object to fish farming, but in general, there are not many objections against an environmentally friendly salmon plant like this type. We will have no discharge of process water from the facility, which is unique from other hatcheries. Grieg has a world-leading energy efficiency system built into the facility and allows for a very efficient movement and treatment of process water. The production of large smolt (500g-1500g



The layout of the hatchery site in Marystown. Buildings from left to right include: The hatchery and first feeding building, the nursery building and the Post Smolt A, B and C building. The 3 modules will be constructed separately.

process water. The production of large smolt (500g-1500g per smolt, industry norm is 100g-200g) reduces the time in the sea for the fish.

Grieg touts a high ethical standard for their companies as well as a powerful commitment to maintaining and protecting the environment where they operate. Unknown by many of the public, is the fact that if the sea that a salmon farming company operates in is polluted, then the salmon will not thrive and the company will not be profitable and it will go out of business. Therefore, a salmon farmer relies on a preserved and pristine environment for a sustainable future.

Thomas says, "I'm proud to stand behind our methodologies. They have proven the test of time with our operations in Norway. Our systems and operational methodologies as presented are meeting and most often exceeding all the criteria given to the industry by the various regulators. This is our philosophy for operating in an environmentally responsible way and minimizing the impact on nature. Salmon farming is a team effort, both internally with our people, and externally with our suppliers, customers and competitors. In Norway, salmon farmers collaborate to tackle the sea lice and other production challenges, both by learning from each other and by collectively planning the production for minimal environmental impact. We want

bring that knowledge from Norway to Newfoundland in a climate of sharing information and collaboration with all industry stakeholders. We are already seeing improvements and good intentions from both industry organizations like NAIA and from other salmon farmers."

Thomas sums up operations like this, "We aim to be regarded as a professional salmon farming company that will be attractive to employees, communities, new potential partners and to our investors. We want to show them how rewarding it is, on all levels, to be in this industry and what a great positive impact we can have socially and economically if we work hard and succeed together. We look forward to becoming the most efficient salmon farmer in Newfoundland!"

Thomas and the Grieg Group are executing a world-class facility and salmon farming sites in Marystown and Placentia Bay. Both will bring prosperity and the transfer of salmon farming technology to the region.

Thomas, like many Vikings before him has pioneered his way to this new found land, ventured the salty waters of the Atlantic ocean and settled on our shores. History now repeating, we will advance with great minds and great fish. We stand proud to have these Vikings among us to rebuild our fishery in new and creative ways.

EDEN ESTATE

COUNTRY HOME FOR SALE

This property is private and secluded on almost 2 acres of land. It is tucked away in the centre of Eden Estate where it's unable to be seen by road. Eden Estate is a newly developed subdivision in Blaketown, Newfoundland, situated on the 5-mile Blaketown Pond.

This home is a country living dream yet it is only 40 mins from town. For people working in Long Harbour, Placentia, Argentia, or the Whitbourne Newfoundland area, it is perfect.

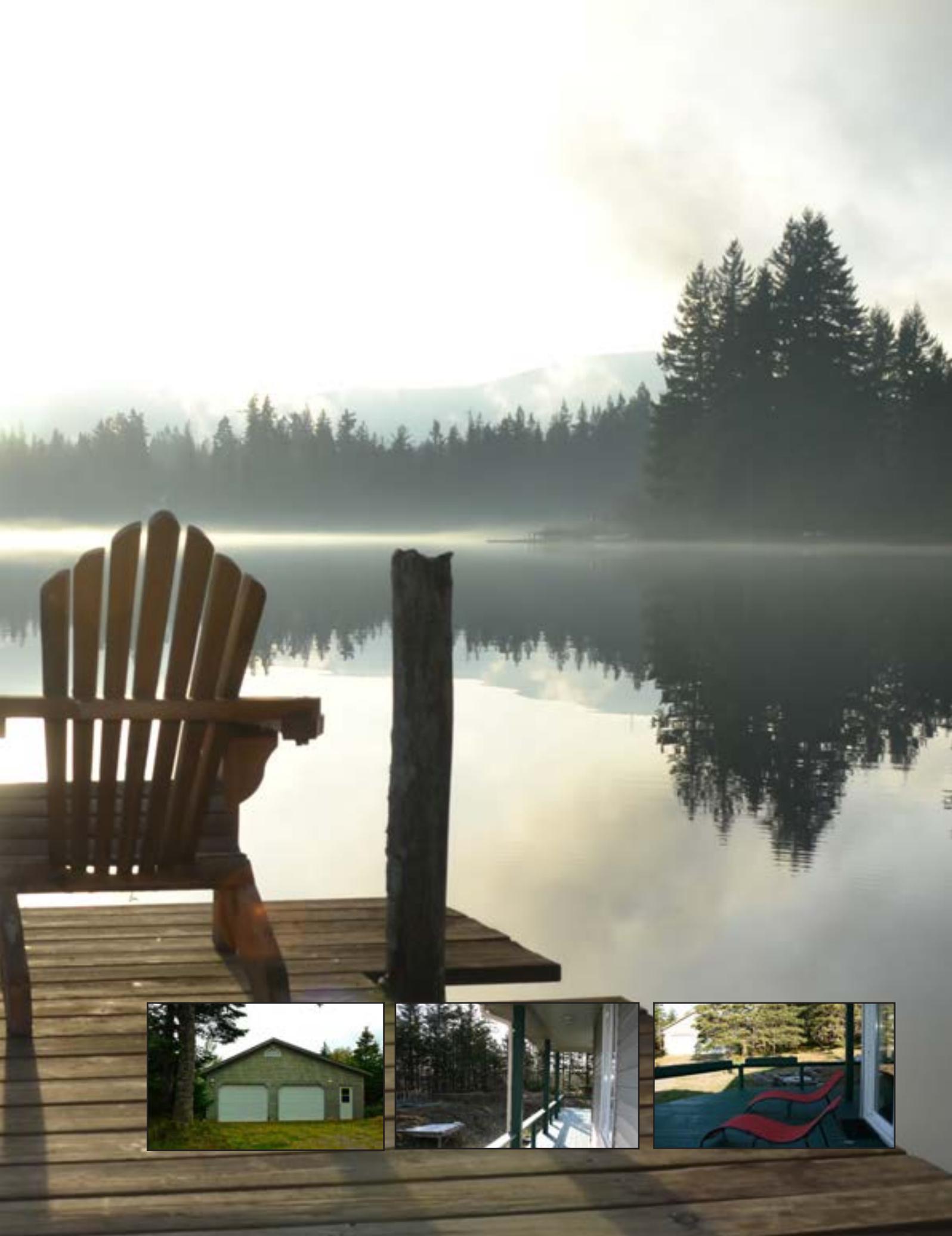
This home has 3 bedrooms, 2 bathrooms, TV room/ living room, dining room with a separate fireplace, separate study, large kitchen with island and a laundry room. On this property, there is also a very large two-car garage. This home also has a full-house wrap around deck, outdoor fire pit and wood stove. Separate woodshed, private driveway and private wooded location are part of it's charm.

This Eden home is great for summer adventures on the pond and has access to the shared wharf as well as beach access to the pond. The pond also has a place for you to launch your boat from the water's edge. In winter it's the ultimate ski doo haven. If long walks are your thing, this place is stellar. With so much land and space, it is pet heaven.

#3 Eden Estate is the perfect getaway. The perfect home. The perfect up-scale cabin or out of town solution.

Please call for a private viewing: +1 (709) 770-0677.





GADGET GUIDE

[NOTABLE COLLECTION]

By Benjamin Olivero

SONY Audio Portable Wireless Speaker

The world's smallest High-Resolution Audio portable wireless speaker, h.ear go gives the music you love the sound quality it deserves. Tailor-made for dance music, innovative EXTRA BASS™ technology delivers deep, punchy bass sound. Stream music, podcasts and radio from 100+ audio apps, including Google Play™ Music and more. \$279.99



GARMIN Speak Voice Service

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ON THE COVER

BY Tina Olivero

SGO DESIGNER GLASS: Creates Artist's Rendition of Business & Environment In Harmony At The Site Of The West White Rose Concrete Base Structure



What I enjoy most about my work is being able to surprise and delight clients by developing show-stopping products and projects. We plan to do just that at the Atlantic Canada Petroleum Show again this year.

For the Atlantic Canada Petroleum Show we spend a lot of time getting creative with our booth. We brainstorm and ensure that we provide an “experience” for our clients when they stop to visit us at Mile One Stadium.

We appreciate the effort people make to visit us and in return, we provide an experience that delights attendees. An experience that invites participants to join in, engage and feel good about interacting with our company and our products. This year we brainstormed on the idea of bringing ‘business and art’ together in new and creative ways. We came up with some really great stuff!

Dave Pye, Owner of SGO Designer Glass is a man with a great eye. He’s synchronized the old traditions of stained glass with new world technology and creates stunning, stained glass overlays. The results are creative and always the “wow” factor.

Deciding on “The Art of Business” for our booth as a theme this year, we invited Dave to join us in creating the elements of

design for our booth. Dave and his team set to work executing the leading piece of art for the booth. Given that West White Rose is going to be such a lucrative world-class project, this year we will be profiling that project and all its opportunities for our people through Dave’s Stained Glass Overlay.

Celebrating the oil and gas industry, the environment and the arts we have merged those sectors into one theme and have constructed a full, wall-size stained glass mural, which will be on display as the backdrop of our booth.

We then transferred the design of that beautiful piece of work onto the front cover of The OGM as illustrated on this edition. This wall-sized mural incorporates the harmonious integration of man and nature, industry and art. It’s beautiful.

The wall-sized original piece of stained glass overlay artwork will be on silent auction at ACPS and everyone visiting our booth will get a complimentary copy of The OGM magazine with the artwork on the cover. Drop by our booth and perhaps you might be the very lucky bidder that takes this extraordinary piece of art back to your home or office.

See more details on SGO Designer Glass
www.designerglass.ca

GET DIGI WITH IT



5 MUST KNOWS FOR YOUR BUSINESS IN THE DIGITAL WORLD

BY Tina Olivero

Thriving in the digital world means understanding that the new front door of your business is online. The new potential client for your company is online. The business solution you seek is online. The person you are about to hire is online. The next investor you want to attract is online.

Yes, business is an online network of solutions. A network that's powered by "search" and executed by the keenest online minds who understand online positioning and presentation. Most businesses have not had the time to become digitally savvy and digital ready. But it's a must or you will be left behind.

Here are 5 fundamental considerations to set you on your way to being digitally competent and prepared. While it may seem like a cumbersome task, results prove time and time again that the innovation and efficiencies of online business will often save your company money and time. Some companies have reported cost reductions up to 90% because of the adaptation of online innovation, digital solutions, and web-based integrations. So it's worth it!

1. Everything you publish online is an asset. Your email, LinkedIn page, e-news, magazines, presentations, PDF docs, website, videos and your sales assets, are all an integral part of your next client saying YES! They all have to look good, feel good and attract the clients you truly want to work with.

2. Think of your business as a communications hub. Everything you develop and send out can influence your bottom line. Is your company optimized in the digital world to achieve your desired goals, sing to your clients and have the WOW factor?

3. We are in the self-publishing era. So having great digital assets that build your marketing and sales collateral is key! Are you optimized to achieve your business development goals online?

4. Let's face it. Your online presence is the new front door of your business. Your clients want to open that door and trust that you can deliver exactly what they are looking for. Working with a digital consultant can provide smart solutions that will save you a LOT of time and money. Your digital collateral is a client reaching asset that should be engaging and ACTION-ORIENTED. You will be surprised, online there's more business than you think and as you build out your digital assets you will find solutions and profit portals that you never even considered.

5. Your digital assets must support your goals; otherwise, what's the sense of having them? Goals like growth, hiring, influencing, partnerships, investment, sales, making announcements, leads, launching products, adding team members, profiling awards and accolades, and really anything on your agenda! What would it mean to you to succeed with that goal?

Think of your company as a network of conversations. Architect sales portals into that network. Be creative. Be imaginative. Be unreasonable. Do things that your competitors won't do. Amplify your offerings.

These are the keys to being successful in the new digital world. You are competing for attention. How you get that attention is uniquely yours. Take it and run with it.



FUREVER YOUNG Senior Animal Rescue

By Tina Olivero



I'll never forget the day I met Kelsey. She strolled into one of my leadership training programs full of discontent about life and the human condition. It wasn't long into that transformational event that we discovered Kelsey's burning passion. With a heart the size of Newfoundland, Kelsey wanted to save and support seniors. Not people but dogs. Amazing!

As a police officer, Kelsey had to juggle two commitments. Creating a non-profit that would help animals in their senior years and her chosen career. No easy task. It took some years of foresight, leadership, planning and executing but finally, things merged and came to fruition. Today, FurEver Young and Kelsey's career are both thriving. Now that's leadership!

FurEver Young is a Senior's Animal Rescue located in St. John's, Newfoundland. The mission began when Kelsey realized how important it was to take care of our dogs in their senior years. Having adopted Daisy, her Golden Retriever at age 7, Kelsey knew that everyone, no matter the age, needs a good home.

The mission of FurEver young is to rescue, adopt, re-home dogs and cats of animals over the age of 12 years. It takes a tribe to make FurEver Young succeed: Everything from public awareness (for all you bloggers, volunteering for dog care, walks and feedings, and donations for vet bills and food. Would you like to help?

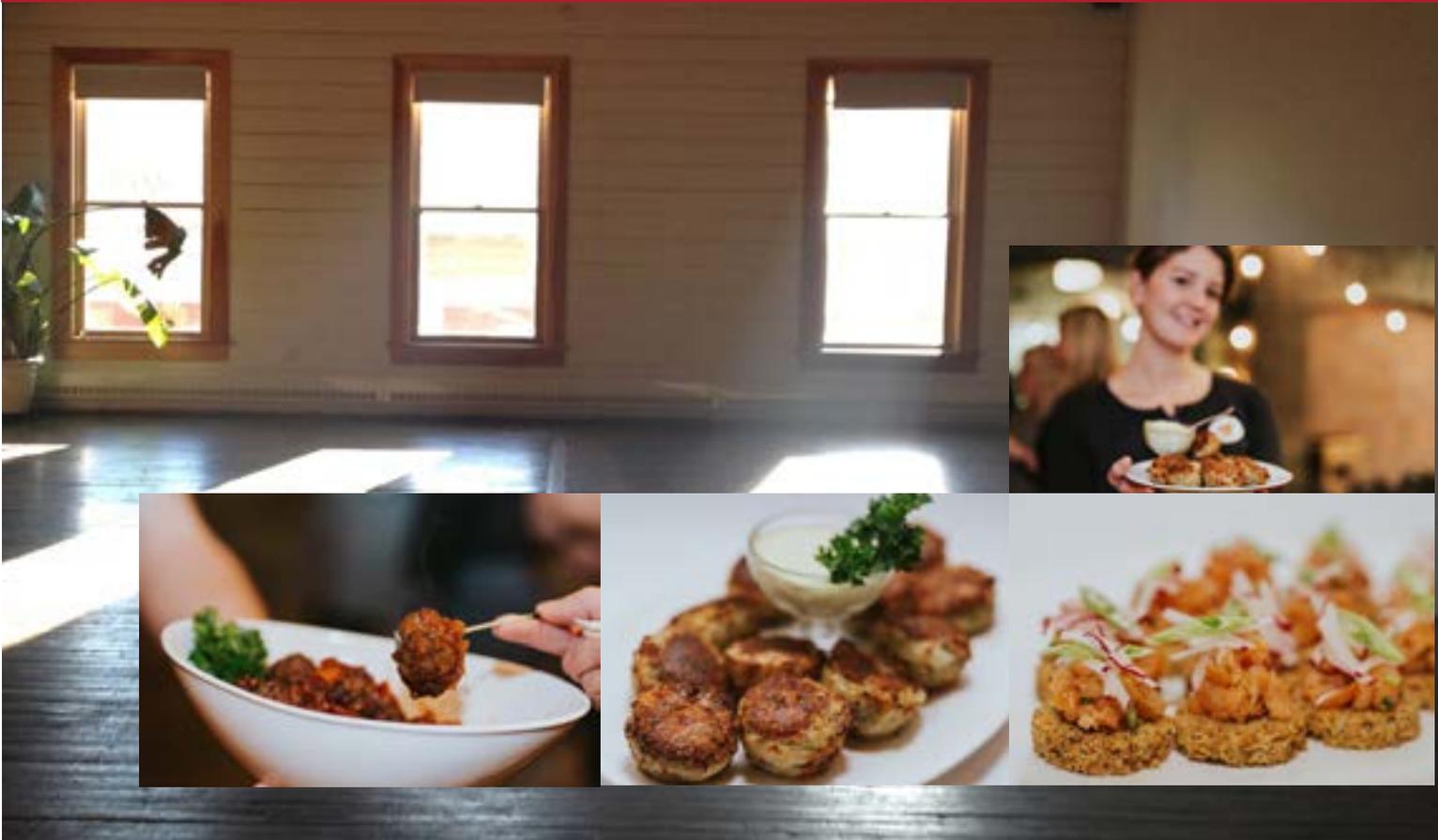
Senior dogs want to be loved, nurtured, taken care of and have a good home to live in. They want to give love, play and protect. Would you like to adopt one?

FurEver Young, is a heart-felt noble cause and has been the greatest self-expression of Kelsey's life. Today the organization is in full swing!

You can get the word out there, share this story, write a blog, adopt a senior dog, volunteer or donate right here: www.FureverYoungRescue.org



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GRAND OPENING

BEST WESTERN PLUS

BY Tina Olivero



"We ended up building a hotel in St. John's, Newfoundland because we fell in love with the people and the culture. It's what enticed us to invest in this beautiful city."

The key to success is loving what you do and doing what you love. We love people and that's what hospitality is all about.

It's about the people we serve, the people we work with, and the people we meet along the way." Said Ted Toner, entrepreneur from New Brunswick.



The Toner family has a history of awards and accolades as a result of their entrepreneurial spirit. Ted tells the integral story "I was in the grocery business for 23 years and my wife Madelaine was a pharmacist for 17 years. We both wanted something new and exciting to work on. There wasn't a hotel on the new Trans-Canada Highway in our hometown, Grand Falls, New Brunswick, so we embarked on building one. This new endeavor has been a great learning and positive experience. Three years later we opened our second hotel, a Best Western Plus, located in Fredericton, the capital city of New Brunswick.



Six years ago we came to St. John's for a visit, and we fell in love with the place and the people. We had a good feeling that St. John's could be a great location for our third hotel. One day, while waiting for our flight at the airport, we got the idea to go meet with the people of the Airport Authority, and it all spawned from there. The Best Western Plus St. John's Airport Hotel & Suites opened in April 2018. When asked what it is like to own so many businesses, Ted replied, "I don't think we've had time to realize that we now have three hotels. It takes enormous effort and focus to build and operate a business. We haven't taken the time to let the results sink in. We've been too busy doing it, I guess."



St. John's, Newfoundland is the new home of Christian Toner, son of Ted and Madeleine. The Toner family has worked diligently to connect and work with local people and businesses in every possible way. Ted explains, "We've been very cognizant in hiring local companies to design and construct our building. Our goal is to employ local people and we estimate we will be creating sixty new jobs as a result of the Best Western Plus St. John's location. It makes perfect sense to do so because the people here are amazing."

Madeleine Levesque-Toner is a woman of detail and perseverance, who has a mission and a vision. She manages over 150 employees within the T&M Group organization. She's hands-on, creative, and is a true leader in the hospitality industry.

Madelaine said, "We feel we have created a 'wow' factor for our guests. We are constantly focusing on what our guests want, and need. We've focused on implementing Best Western Plus standards, and beyond. Attention to detail has been key, and we are very proud of our efforts and results. The hotel is absolutely beautiful, and it provides our guests with many beautiful experiences that go above and beyond the norm. With a total of 175 rooms and eleven different room types including extended-stay suites and jacuzzi suites, we are constantly integrating best practices in each room, and ensuring we meet our own standard of excellence."

The Toner couple has four children, all of whom are involved with the businesses in one way or another, including Marie-Louise Toner, the regional director of operations for the three hotels. A true testament that families can build great companies together, and that families can be a strength and a source of diversity and integration. It's something to be truly proud of.

The Toner family operates from a clear mission and vision. They are committed to strong relationships, and being leaders in all aspects of the hospitality industry. Madeleine said, "Each day, we commit to making our guests feel at home, feel safe, and feel totally taken care of, in such a way that we hope to become their first choice when they are selecting their home away from home. We are in a constant state of improvement, and we have six core values that our team works from everyday. These core values keep us grounded, and motivates us to operate according to our standards of excellence. They include respect, communication, hard work, honesty, teamwork, and continuous improvement. They are not just words for us, they are a self-expression."

Christian Toner has been overseeing the St. John's hotel since its inception, and has accepted the challenging position of General Manager. He would be delighted to give you a tour of the hotel, and inform you of all the amenities that we have taken such pride in developing at the new location. Everything from the local beer bottles made into a chandelier, to the wicked 120 ft water slide that promises to bring out the kid in you, are all part of the experience at the Best Western Plus St. John's. Christian says, "The Best Western Plus officially opened in April 2018 as the newest airport hotel. It is conveniently situated at the St. John's International Airport, and yet it is only ten minutes from downtown St. John's. The hotel offers a beautiful restaurant and lounge, a hot breakfast buffet included with the room, spacious, state-of-the-art meeting rooms, and free shuttle services. Our goal for this hotel is to serve the business and leisure community. We've arranged for our guests to have a great experience here, so much so that we even have a resident acoustic guitar in our restaurant and bar as an out let for all the beautiful talent in this province - it is truly inspiring."





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Dave Mundy & The Best Kind

BY Tina Olivero

Can you bend, turn a pitch, blow and then draw? I couldn't either until I met Dave Mundy.

St. John's is home to a really great harmonica player. A natural genius, Dave Mundy plays the harmonica the same as he breathes, effortlessly. Mystified by Dave's performances and going through a 50 something mid-life crisis, it was something I had to do. Learn it.

Mastered by performers like Bob Dylan, Alan Wilson, Little Walter, John Popper, Sonny Boy Williamson and so many others, the Harmonica holds a really special place for us. It speaks to your mind, it reaches into your heart and then it goes deeper and steals your soul.

The harmonica is a little instrument with a mighty voice. It's practical and affordable as far as musical instruments go. It can be played to sound like a mouth organ or a Mississippi saxophone. It can have a very clean, orchestral sound or a growly, slightly off-pitch (bent) sound. The harmonica is played with the breath and the tones of a harmonica are as unique as the individual playing it.

Dave Mundy is my harmonica teacher. Being completely hypnotized by his level of mastery with this instrument, I wanted to learn from a genius. It's been an incredible experience so far. Blowing and drawing on the same note can seem like you are in two separate worlds yet you are on the same note. You can bend a note to a higher or lower pitch and make music that I'm sure only the whales can understand. In our lessons we learn about the blues minor scale and other times we just sit there in free flow, having fun doing the "Harmonica Boogie".

Things are progressing. While I'm still a novice, I'm proud to say that I'm healing of my own heart writing songs with acoustic guitar and harmonica. It's a trip!

Dave Mundy And The Best Kind

Dave has a long history in the music scene. He says, "I studied orchestral percussion at Depauw University as a performance major. Then I moved to Athens, GA and drummed for rock, jam, jazz and pop bands. After 3 years of carrying my drum kit around downtown Athens and setting up in places so small that I was afraid the neck of the bass guitar would whack me in the head, I started playing the harmonica. It fits in my pocket and I found myself playing it anytime, anywhere. 20 years ago you would have heard me playing on porches, in my car, even in the line at the bank. Yep, I cared not."

Dave's performances focus on soul music. Music that resonates with his spirit and has healing intentions. Blues, folk, funk, R&B are all deep genres of expression and Dave finds his home mostly in the blues category. He explains, "Blues comes from a deep desire to want to feel better and make sense out of the pain and suffering we see around us. I relate to that."

Dave says, "I use my ukulele and harmonica to write songs and I think this creates a different sound. I create a relatable sound that has room for expression. I rely on rhythm, dynamics and phrasing to express emotion. The end result is familiar to the ears and hopefully inviting. When we are participating in music our brain activity lights up like a Christmas tree. We are music. Our heartbeat, our breathing, our vocal inflexions are all an invitation to be musical."

Dave is has established himself as a recognized original songwriter. With two CD's in the world, he's creating music that blows your mind. Seeing him in concert is liking walking into the House of Blues in New Orleans.

Dave says, "The new CD features 15 different St. John's musicians. I called this album, A Delta Dawn, meaning Change is on the horizon. There's an underlying acoustic delta blues tone to the record. I like to mix the selections to reset the ears and tell a story of the human experience. As a society, we are waking up to the unseen forces at play in our world. Music is one of these unseen forces that affect us in many ways."

Acoustically, Dave plays with the phenomenal guitar player, Callum Latta. Sometimes he plays with John Clarke, who is an amazing slide guitar player. As a full band, he plays with Rock Harley on drums, Dave Hill on bass, and Callum Latta on electric guitar. He says, "I am so blessed to be able to work with these folks. Our sound is mature, tight and high energy."

Dave has been playing at events like the Wreckhouse Jazz and Blues festival and in venues like The Black Sheep, The Fat Cat, The Ship, The Fifth Ticket and the Peter Easton Pub. Dave Mundy and his band, The Best Kind are an astounding compliment to the raw talent of the St. John's music scene. We are so fortunate to have them among us.

If you haven't seen Dave Mundy & The Best Kind yet, do it!

Raw Local Talent



St. John's





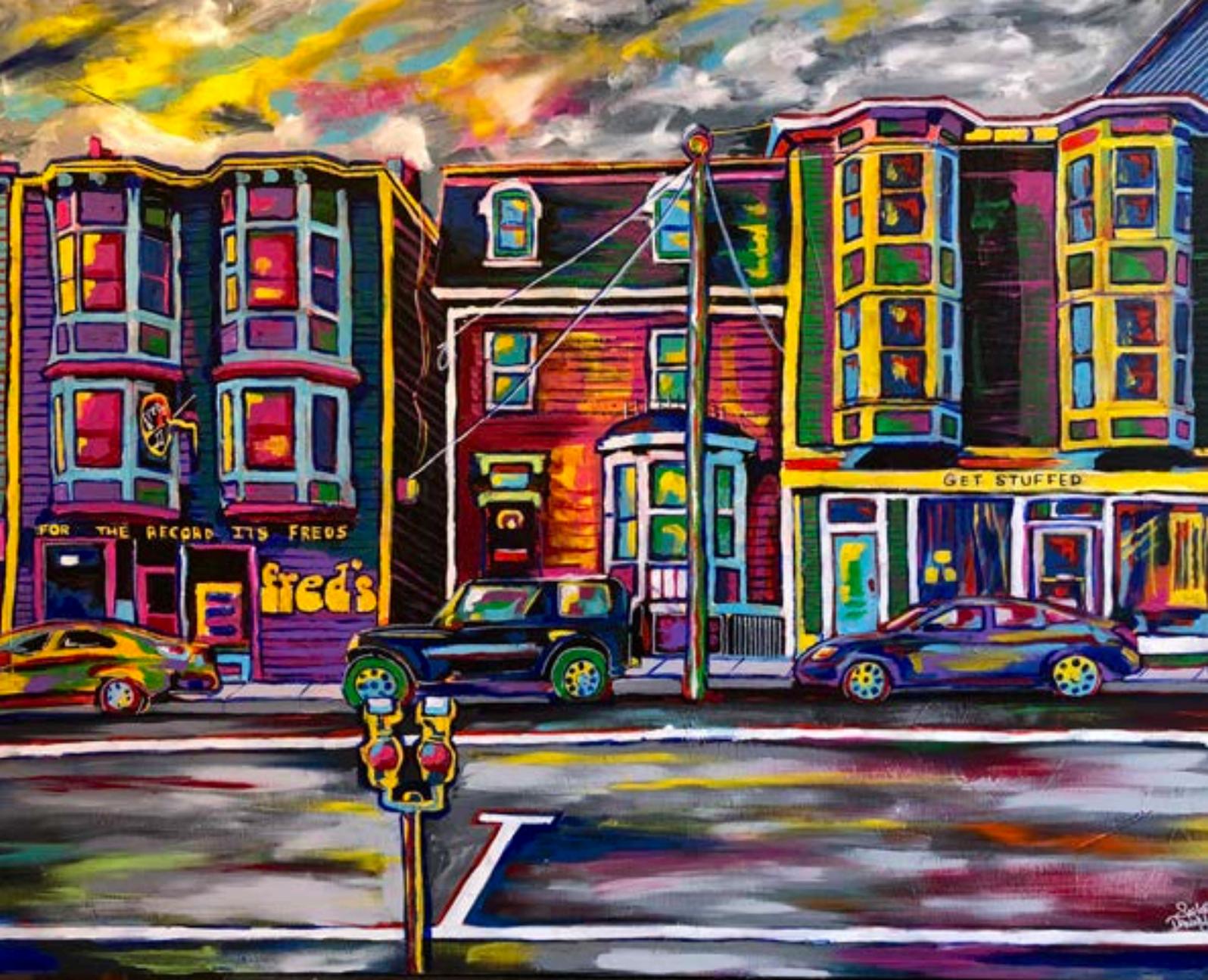
Live



The Black Sheep

The Black Sheep in St. John's, Newfoundland has become the hot spot for local talent. Featuring two live shows an evening. This little cozy, musical cubby hole is a must, if you love local music and incredible talent! Photos: Christopher Deacon





SAILOR DANNY'S

Self taught painter from St. John's, Newfoundland

Offshore Job: Navigation Officer / Watchkeeping Mate

Artist Job: Painter in Acrylics, Ink, Spray Paint

Sailor Danny's Art: Go to Facebook for originals, prints, commissions





ART

Danny says, “ My greatest art project worked on so far is the display piece in the main lobby of the Jag Hotel in St. John’s. My ultimate goal is to be able to live off my art and support my family. I think it’s my marine background that has changed my perspective on art and gives me drive to create something great. I can’t see myself doing anything else.”



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