



**Bayside Mechanical Ltd.**  
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June 24, 2015

To whom it May concern,

Please accept this letter of recommendation for the team at UA Local 324.

For the past fifteen years, Bayside Mechanical has been a signatory contractor with UA Local 324. During this time, we have had the privilege of working with a progressive and cooperative local, led by Dale Dhillon and assisted by Jim Noon.

We are working in challenging times. Our industry is fraught with heavy competition, risk, and rising costs. In times like this, it is critically important that union companies and locals move beyond their stereotypical roles and build trusting and productive relationships. Dale and Jim are excellent communicators who have earned our trust.

To remain competitive, we must ensure that increasing productivity offsets increasing labour costs. The team at Local 324 works tirelessly to foster a culture of lifelong learning. They offer a wide variety of courses and actively encourage membership to participate. They remind members that their individual prosperity is tied to the health of the local and its contractors. This strategy has caused UA Local 324 to build a strong market share.

Dale and Jim understand that, to maintain our market share, we must avoid becoming complacent. We must always look for innovative ways to penetrate new markets and increase the skills and productivity of our people. Dale has facilitated strategy sessions with contractors and has been honest about how complacency has caused other UA locals to lose market share. Members and contractors know that our mutual success depends on everyone pulling in the same direction.

If a Local 324 member has a concern or grievance, Dale and Jim will strongly advocate on their behalf. Because they have earned our trust, we take their concerns seriously. Because we have good and respectful communication, we are able to quickly resolve most disputes.

Local 324 is an ideal model for how a modern union can progressively grow membership through strategic vision, good communication, entrepreneurial spirit, and by building strong partnerships with contractors.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Greenfield', written over a faint circular stamp or watermark.

Ryan Greenfield  
Project Manager