TOP Contractors

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Certainty in a Shifting Landscape

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Chris McLean



Doug Correa

WELCOME LETTER

n behalf of Aon, we are proud to continue our sponsorship of the Top Contractors issue of *On-site* for the seventh consecutive year. Over the past four years, we have witnessed disruptive events that significantly stressed the global economy The pandemic and our governments' response of lockdowns, throttling of trade, and forced business closures followed by several stimulus packages disrupted global trade and monetary systems. Adding to a pre-pandemic trade war environment, the increasing prospect of global armed conflict originating in Eastern Europe has boiled over to manifest the most disruptive economic events that the modern world has ever seen.

The sum of the resulting consequences has started to manifest in multiple ways. The just-in-time delivery and global supply chain system is showing structural cracks in its foundation. Central bank induced inflation has continued to create price uncertainty for businesses and has eroded living standards for families and individuals. Rapidly increased interest rates have further aggravated pricing risk and have had an immense impact on budgets, both in the private and public sectors. While the labour market has remained strong and infrastructure spending remains robust, slowdowns in some sectors of the economy remain inevitable. The best hope is for a soft-landing however given the current global economic and geo-political environment, clarity is not expected anytime in 2024.

As the world's leading risk advisor and broker to the construction and infrastructure industry, Aon's Global Construction and Infrastructure Group remains committed to helping you navigate through this uncertainty. Our best-in-class Canadian practice is here to support the Canadian construction and infrastructure sector at all levels of the marketplace, bringing the best advice and experience from around the world to help you make better decisions.

Despite the underlying stressors, the re-opened world economy is attempting to normalize with commodity prices now similar to those last seen pre-pandemic. However, the disruption of the past four years witnessed high volatility evidenced in supply chain fragility, product shortages and price variability. This created systemic vulnerability and individuals and enterprises are now exposed to increased counter-party risk. High interest rates have caused more pain and will continue to do so until price stability is achieved. Project economics, whether private or publicly sponsored, are exposed to the cost of capital and cost uncertainty. Subcontractors and suppliers also need to manage shortages of key supplies and labour, as well as an increased cost of capital and constrained cash flow. It is safe to assume that all of the counter-parties you engage with are themselves exposed to systemic counter-party risk and the ability to fully untangle the opaque web of inter-connected risk is challenging for all participants.

There are several tools available to mitigate counter-party risk, however none are panaceas and they can be sector, transaction and named-peril specific. Risk transfer tools are also only available once the risk has been identified and quantified. Relationships with risk advisors who specialize in and understand your business is of paramount importance, as is investment in counterparty risk assessment and mitigation of customers and suppliers. This will remain a key skill going forward.

While the future is always uncertain, with the right contractual terms, operational practices, data, technology and risk finance solutions, we can help you find opportunities for sustainable growth. We consider it an honour to partner with an industry that serves as a cornerstone of the Canadian economy and our Aon team looks forward to helping your firm — and our industry — remain resilient and well-positioned for the future. Sincere congratulations to this year's Top Contractors.

On behalf of Aon Global Construction and Infrastructure Group Leadership team and colleagues throughout Canada and the world, we thank you for the opportunity to work with you.

Chris McLean, Managing Director, National Leader, Construction & Infrastructure Doug Correa, EVP and Specialties Leader Canada



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Looking ahead

Last year presented a mix of revenue results within Canada's construction sector, but the overall picture kept to a steady climb, with this year's amalgamated list of the Top 40 contractors in Canada reporting 2023 revenues that were more than \$4 billion higher than the Top 40 from 2022.

The greatest segments for revenue growth were related to publicly funded projects, as infrastructure appears to be gaining government attention, with new mass transit systems, bridgeworks, roadways and energy-related projects underway, or soon to be. Hospitals and other institutional projects are also helping to nudge revenues ever higher.

Only one segment in On-Site's industry polling was without a company reporting an increase in revenues in 2023, as gainers outpaced companies seeing declines by a significant margin in most segments.

Looking ahead, there is cautious optimism in the air, along with an anticipation of interest rate reductions that will help on the financing front. The latest Construction Monitor report from the Royal Institution of Chartered Surveyors (RICS) and Canadian Institute of Quantity Surveyors showed an improved picture for the Canadian market, with growth seen across both the private residential and non-residential sectors in terms of workload in the first quarter of 2024, marking a positive start on next year's report.

Once again, the team at On-Site would like to thank all of the companies that took the time to participate in our annual survey. Your valuable contributions make this research possible and allow us to share trends and insights with our industry. \Box

TOP FIVE COMPANIES UNDER 50 EMPLOYEES

Rank Company	Revenue
1 Fillmore Construction Mgmt.	\$170,226,000
2 M Builds	\$154,000,000
3 JR Certus Construction Co. Lto	I. \$98,600,000
4 Rosati Construction	\$95,089,332
5 CIF Construction	\$73,000,000

TOP 40

Rank Company **PCL Construction**

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EllisDon Corporation	\$6
Ledcor Group of Companies	\$5
Pomerleau	\$4
Aecon	\$4
Graham Construction	\$4
Kiewit Canada Group Inc.	\$3
Vinci	\$3
Bird Construction Inc.	\$2
Flatiron	\$2
Flynn Group of Companies	\$1
Michels Canada Co.	\$1
EBC inc.	\$1
North American Construction Group	\$1
Broccolini	\$1
Magil Construction Canada Inc.	\$8
Reliance Construction of Canada Ltd.	\$7
Canadian Turner Construction	\$7
Chandos Construction	\$6
FLINT	\$6
Maple Reinders	\$6
On Side Restoration	\$4
Govan Brown & Associates Ltd.	\$4
Matheson Constructors	\$4
Strike Group	\$4
Clark Builders	\$4
Nexrock Design Build	\$4
FWS Group of Companies	\$3
Buttcon Itd	\$3
Dawson Wallace Construction Ltd	\$2
Delnor Construction Ltd.	\$2
Bockstael Construction Ltd.	\$2
Gillam Group	\$1
Marco Group Limited	\$1
Priestly Demolition	\$1
Fortis Construction Group Inc.	\$1
Fillmore Construction Management Inc	\$1
M Builds	\$1
Grascan Construction Ltd.	\$1
Orion Construction	\$1

2023 Revenues \$9,900,000,000 5.815.000.000 5,000,000,000 1,956,000,000 1.644.000.000 1,130,000,000 3,798,708,000 3,296,065,940 2.798.800.000 2,450,320,000 ..580.000.000 ,418,784,000 ,349,000,000 .300.000.000 ,017,000,000 325,000,000 70,000,000 755,700,000 573,910,016 555,745,000 515,000,000 <u>189,000,000</u> 472,158,667 465.000.000 122,000,000 401,897,887 400,000,000 344,670,000 330,000,000 280,000,000 245,000,000 223,146,000 198.000.000 183,000,000 181,000,000 174,000,000 70,226,000 154,000,000 .47,000,000

Based on responses to research conducted by On-Site, as well as publicly available data. Some contractors chose not to participate in this research.

.38,395,218

People Above All: Pomerleau's Health and Safety Vision



When it comes to health and safety (H&S), every accident is one too many. The construction industry is one of the first to be impacted by incidents, and there is a collective need to raise industry H&S standards. At Pomerleau, H&S is not only about statistics. It is also about getting people back home to their families every night. Pomerleau's vision for its employees is reflected in its actions and commitments toward physical and mental well-being.

ESG

This year, Pomerleau is reinforcing its commitment to advocate for H&S by including it as a priority in its Environment, Social and Governance (ESG) strategy. Several H&S initiatives have been outlined in the company's most recent report. Through a combination of prevention, awareness, training and information sharing, the company is seeking to continuously improve its H&S practices and standards. Last year, Pomerleau brought together more than 1,050 site and project team members across Canada for training about the environment, quality and H&S in its operations.

To continue this momentum, the company will also roll out its Builder Training program to promote its H&S management tools to its construction managers.

MEMBERSHIPS

Furthering its commitment to H&S, Pomerleau has received several certifications, including COR®. The company has a 100%



"Health and safety must be a natural reflex in our operations, focused on the well-being of everyone who works on our sites, without compromise, at all times. People, above all!"

> - Steve Ceolin, Vice President of Health and Safety at Pomerleau

average Certification of Recognition across the country, and is a member of numerous organizations that operate to improve H&S standards and practices across the industry.

In October of 2023, Pomerleau became a member of the Construction Research Safety Alliance (CRSA), a non-profit organization based at the University of Colorado. Its goal is to eliminate serious injuries and fatalities in the construction industry through scientific research.

As a member of the Canadian Construction Safety Council (CCSC), Pomerleau is working with other industry leaders to evaluate and reinforce industry standards, like examining the alignment of fall protection standards.

HEALTH AND SAFETY INITIATIVES

At the beginning of May, Pomerleau dedicated a week to H&S awareness with the message: People Above All. A minute of silence was held for the National Day of Mourning, H&S moments were conducted on sites, mental health toolboxes were distributed, and employees participated in a helmet contest.

To inaugurate its new innovative protective helmets, Pomerleau held an illustration contest for its employees' children. Partici-



pants were asked to draw a design for the company's old helmets as they were phased out. The winner and their parent received helmets with their design on them.

Pomerleau's new helmets include a full-brim helmet designed to repel rain while providing better ventilation, side impact protections, a magnetic buckle with an adjustable strap for easy on-handed use with gloves and an RFID chip to store medical and contact information for medical personnel to use in case of an emergency. The unique design enables the helmet to absorb maximum force and protect heads from direct and angled impacts. In addition to the introduction of the helmets, a new policy regarding the mandatory wearing of gloves on site was also launched.

To honour those affected by workplace tragedies, Pomerleau sponsored and participated in Threads of Life's Steps for Life Walks and organized Montreal's event, which was the first in Quebec. Over 150 employees across Toronto, Montreal, Halifax, St. John's, Vancouver and Ottawa gathered with colleagues and family members to commemorate the lives of the more than 1,000 workers who are killed on the job or die because of workplace injury or illness every year. They raised \$8,426 for the cause.



Having weathered significant inflation and elevated lending rates, government-funded ICI and infrastructure projects, and incentives in the housing market, have Canada's construction sector feeling good for 2024.

BY ADAM FREILL

ublicly funded projects had Canada's construction sector busy in 2023, and government-driven activity is filling the industry's backlog nicely for the foreseeable future. This drive to build and repair much-needed infrastructure and institutional buildings is helping certain segments of the industry, and masking the challenges faced in other segments, however, as residential and certain commercial sectors are more susceptible to a tight lending market.

Overall, despite the worry about finances and the ongoing labour crunch, there's a whiff of optimism permeating the construction sector as the national housing plan moves forward and anticipation builds for relief from the Bank of Canada on lending rates.

"With the current economic conditions, we cautiously expect the feds to slowly lower the interest rates this year, which will help projects get closer to becoming viable," said Mike Wieninger, COO of Canadian operations with PCL Construction.

In On-Site Magazine's annual Top Contractors survey, readers from almost every segment of the market indicated an expectation for a growth curve of flat or better in 2024. A quick look within the Top Contractors rankings indicates that the 2023 revenues of the Top 40 outpaced those of the 2022 Top 40 by more than \$4 billion, indicating that spending in the sector is on the rise, although not all segments are sharing equally in the spoils.





"There still remains caution in the market that is pushing project starts further out," advised Wieninger. "Construction costs have stabilized with more normal escalation, which again provides some confidence on cost predictability. While the private sector construction market has slowed, there continues to be a strong public construction market."

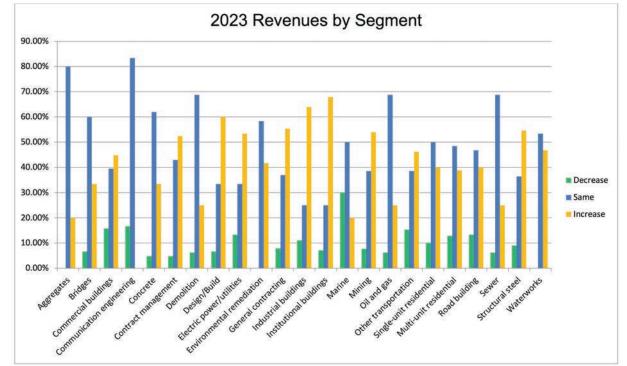
"On the public side, we are optimistic. Government has not invested in public infrastructure in years, and now it's aging and it needs to be repaired, retrofitted, and constructed. On the public side, we're not that concerned," stated Rod Gilbert, president of the Canadian Construction Association. "On the private side, interest rates are still high, but we've not seen the cancellation of many projects."

With public sector work rolling as it is, that has put some strain on availability of labour, equipment and materials, with labour being a core limiting factor in the industry.

"It's a major issue in the industry. We've been talking about that for years," acknowledge Gilbert. His organization has shifted some of its focus to changing perceptions about the industry, targeting parents of the students that CCA would like to see join the industry's ranks. "It's really the parents that are directing what their children should be doing," he said. "We're trying to explain to parents that it's good jobs; it's well paid; it's safe. There's so much emphasis put on safety now and our companies are doing very well on that."

"There's so much opportunity in the construction industry. And it's not necessarily just construction, but it's all of the ancillary businesses and avenues that feed into construction," added Cameron Archer, director of sales and marketing with Orion Construction. His company works hard to be an employer of choice. "There are so many things that we do in this office to ensure that staff are happy and healthy, because without that, they can't be productive."

"Leaders in the industry need to emphasize that construction has some of the highest job satisfaction levels," stated Nadia Todorova, executive director of the Residential and Civil Construction Alliance of Ontario (RCCAO). "Being part of building critical infrastructure for Ontario's longterm success is something that should be highlighted, especially as industry works to attract young people into the skilled trades. The ability to say that 'I build that bridge, or house' is something powerful."





"Having worked at a GC for 15 years before I came to Procore, recruiting was a problem back then, so it's nothing new. And I think the key is you not only need to recruit talent; you need to keep them," said Kris Lengieza, Global Technology Evangelist at Procore. "I can tell you from personal experience, one of the reasons that I changed companies was that I felt that the company I was working for was way behind the times with the technology they were using. The younger generation wants to know that they're getting the best tools to do their job."

Attracting students is a necessary component of replenishing the workforce, but Canada needs more than schools can produce, so looking abroad for immigrants with construction experience makes sense.

"The demographics of the country point to more workers exiting the workforce over the next 15 years than younger workers available to replace them. This will place significant pressure on all industries and force Canadian employers to turn increasingly to immigration to help support domestic recruitment," suggested Bill Ferreira, executive director with BuildForce Canada.

Current immigration policies do not favour trades workers, since the points system used values degrees over trade certifications and experience, he explained.

"We're working closely with the federal government. We believe that short-term, immigration could be a solution," said Gilbert. "But in order to do that they need to change their pointing system because right now, the way that immigration Canada is selecting their newcomers is not beneficial to the trades."

Regardless of where the workers come from, ultimately projects will move forward, with many companies turning to technologies like Artificial Intelligence (AI) to aid with planning and tracking, as well as to gain efficiencies on administrative tasks.

"The Canadian construction industry is gradually adopting AI, with certain segments such as non-residential more receptive to its integration," said Wieninger.

While the cost and training needed to incorporate AI into a company's workflow may favour larger companies, the efficiencies from using the right AI-powered tool can help small and medium-sized enterprises as well.

"In our office, the very first place that we saw some value in AI was because we have an in-house design and architecture team. We've been using AI for a lot of our rendering work," said Archer. "We've also been integrating it and leveraging the use of it in tracking meeting minutes, which has been incredibly helpful. You think about the time that it's saving us, it's been pretty incredible."

"There is a bigger focus on technologies that support the efficient management of the sites, the organization of the workforce and tracking of progress of the work," said Wieninger. "Over time, it's exciting to see this moving even closer to the activities that workers do to build."

And while it may be beneficial to learn about open and closed AI systems, from a cybersecurity perspective, it is not necessary to build a propriety system to tap into this next level of technological advancement.

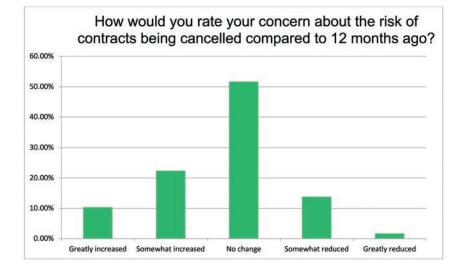
"I've been encouraging customers to talk to their existing vendors and understand what they're doing with AI," explained Lengieza. "You don't have to do the lift yourself. Let the experts do the lift for you. And then use it inside of tools that you're already using."

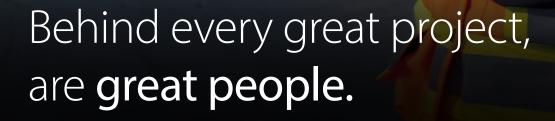
Knowing that a company will get good value, and extended use, from a new set of tools, like AI, can also foster the adoption of technology. "The problem with innovation and technology in the industry is it's expensive. It's a big financial commitment. We need longterm planning," commented Gilbert, who says that CCA is pressing government at the federal level to commit to a 25-plus-year planning process for infrastructure, which would provide a long-range outlook that would allow for greater industry commitment to spend on such things as new technologies. "Our companies are willing to embrace technology, and make it better and build faster, but we need commitment."

Even in the absence of a long-range federal plan, Canada's construction sector is seeing increased demand for its services, and there are expectations that interest rate reductions over the remainder of 2024 will see private-sector projects grow alongside the publicly funded projects that have keep momentum moving forward this past year.

"I think, in general, contractors are pretty confident in their backlog and that the projects are going to continue to come," said Lengieza, who pointed to a recent industry survey his company helped to produce. "Seventy per cent of Canadian civil contractors said that they expect their backlogs not only to be solid, but to continue to increase."

As Ferreira observed, "We continue to see very strong investment levels and demand for construction services across the country, which should keep the industry very busy for the foreseeable future." \Box





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THE PRIDE AND PASSION OF SMALLER TEAMS

Passion and excellence are driving forces that have our Top 5 Under 50 in Canadian Construction navigating amazing projects with their smaller teams.

BY ADAM FREILL



eing extremely focused, highly organized, and fostering teams that are dedicated and attentive are some of the traits that have allowed this year's Top 5 in Canadian Construction with Under 50 employees to rise to the top of a massive list of smaller enterprises within Canada's construction community.

"We love being at the forefront and leading edge of economic development. Whether building new food processing facilities, mixed-use commercial-professional developments, multi-family projects or building for new brands coming into Canada, being involved in, and helping to drive growth in Western Canada is exciting," explains James Behnke, business and project development manager at Fillmore Construction Management Inc., which topped the 5 Under 50 list for a



Top Photo: Some of JR Certus Construction's work at the Vaughan Metropolitan Centre (VMC) YMCA. Bottom Photo: Fillmore Construction Management built the GoodLeaf Farms vertical farming facility in Calgary.



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TOP * Contractors

TOP FIVE UNDER 50 EMPLOYEES



FILLMORE CONSTRUCTION MANAGEMENT INC Headquarters: Edmonton, Alta. 2023 Revenue: \$170,226,000 www.fillmoreconstruction.com

2

M BUILDS Headquarters: Thunder Bay, Ont. 2023 Revenue: \$154,000,000 www.mbuilds.ca

3

JR CERTUS CONSTRUCTION CO. LTD. Headquarters: Vaughan, Ont. 2023 Revenue: \$98,600,000 www.jrcertus.com



ROSATI CONSTRUCTION Headquarters: Windsor, Ont. 2023 Revenue: \$95,089,332 www.rosatigroup.com



CIF CONSTRUCTION Headquarters: Prince George, B.C. 2023 Revenue: \$73,000,000 www.cifcon.com

second consecutive year. "It is truly exciting and fun to wake up every day coming into the office to see what new opportunities are coming up."

"What we enjoy most about the construction industry is its profound impact on communities, collaborative nature, and dynamic opportunities for learning and growth," says Frank Aquino of JR Certus Construction Co. Ltd., whose 5 Under 50 company is led by a family-based team with more than 100 years of combined construction experience and knowledge. "Each project is an opportunity to create meaningful change, collaborate with talented individuals, and stay at the forefront of industry trends."

IT TAKES A TEAM

Whether working with their clients, their supporting trades partners or suppliers, a common theme amongst this year's Top 5 is their teams' willingness to support each other and look for the most positive outcome for their company and their clients.

"Most people are wearing multiple hats and taking on tasks that may not traditionally be part of a defined role," explains Scott Fomenoff, director with CIF Construction, who shared some of the secret sauce that helped land his company in this year's Top 5. "The secret isn't really a secret; each member of our teams knows what has to be done, when to do it, and how to do it," he says. "For this to happen, everyone needs a great deal of trust in everyone else... our teams have worked together for years, we know each other's strengths and weaknesses and work together to get everything across the finish line."

That sense of camaraderie helps staff from different departments or with different responsibilities on a project sort out how to get to the finish line in the most efficient and best way possible.

"We strive for cooperation between departments, with a continual focus on teamwork," says Peter Belluz, partner/principal at M Builds. "It means loyalty to one another and a helping hand or suggestion when needed."

Having confidence in their workers also allows for these companies to be flexible, when necessary.

"M Builds project managers and superintendents know that working cooperatively with the owner and the consultant, and not making an issue of every single little issue, will ultimately be the best for all stakeholders in the project. There is give-and-take in most daily activities we pursue, and construction work is no different," he adds. "Despite the contracts and procedures and policies that are put in place, M Builds personnel recognize that each project is unique, and that the project management methodologies can be altered to suit, with the appropriate notification and consultation with the partner in charge." "Passion for construction and getting things done right is what we are all about," agrees Behnke.

"By optimizing resource allocation, fostering open communication, and empowering team members to take ownership, we maximize productivity and quality," says JR Certus' Joseph Aquino.

MANAGING GROWTH

With teams that know and rely on each other so well, sometimes growth becomes more of a decision rather than a default pathway, but that can be a strength, says Behnke.

"We aren't afraid of growth, but it must be measured," he explains. "Our reputation in the industry and relationships with repeat clients, consultants, subcontractors and vendors are the secret to our success. Stretching ourselves too thin would jeopardize those two things."

He is not the only one navigating growth with a keen handle on the control stick.

"We do not bid every project that comes along. We select the right opportunity and match that opportunity with our skilled field staff," says Belluz.

"The biggest challenge we've actually faced is related to the growth of the company," says CIF Construction's Fomenoff. "We've had a lot of work in the past year, so we've had to hire some new faces to help take it on. This has its risks... Ultimately though, it's been a very positive experience."

And the work of these companies tends to speak for itself.

"As a small company, we value our agility, camaraderie, and pride in delivering exceptional results on large-scale projects," says Joseph Aquino. "Our flexibility, sense of ownership, and commitment to excellence drive us to exceed expectations and make a meaningful impact on the communities we serve."

"We take a lot of pride in building things," sums up Fomenoff. "It's a really cool experience seeing a project's growth from nothing to a functional building, knowing that we played a crucial role in making that happen."

Learn why American Global is the top broker of choice for **Top Contractors** in North America.



In construction, bigger may be better. But when choosing a broker, bigger isn't always best. Top contractors often face unique challenges and complex risk that requires the attention and expertise of the right resources. At American Global, our talented team is focused on finding innovative solutions that give clients a competitive edge and keep you on the critical path to success. **Expect more from your broker.**

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Chandos Construction

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CTIVITIE

The following letter codes are used to indicate areas of activity for the contractors in the listings on these pages.

- A Aggregates
- **B** Bridges
- Commercial Buildings С
- Communication Engineering D
- E Concrete
- F **Contract Management**
- G Demolition
- H Design/Build
- Electric Power/Utilities J κ Environmental Remediation
- **General Contracting** Μ
- Industrial Buildings Ν
- 0 Institutional Buildings
- Marine-Related Q
- R Mining-Related
- Oil and Gas-Related S
- Т Other Transportation Construction
- U **Residential Houses**
- v **Residential Multi-Unit**
- W Roadbuilding
- Х Sewer
- Y Structural Steel
- Ζ Waterworks

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9114 - 34a Ave Edmonton, AB T6E 5P4 T: 780-235-6015 www.fillmoreconstruction.com A, B, C, D, E, F, G, H, J, K, M, N, O, Q, R, S, T, U, V, W, X, Y, Z

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Flynn Group of Companies

6435 Northwest Dr Mississauga, ON L4V 1K2 T: 647-741-5381 www.flynncompanies.com

Fortis Construction Group Inc.

416 Advance Blvd Tecumseh, ON N8N 5G8 T: 519-419-7828 www.fortisgroup.ca C, F, H, M, N, O, V

FWS Group of Companies

375 Commerce Dr Winipeg, MB R3P 1B3 T: 204-805-1995 www.fwsgroup.com A, H, M, R, Y

G

Gillam Group

3 - 36 Northline Road Toronto, ON M4B 3E2 T: 647-465-7251 www.gillamgroup.com C, H, M, N, O, V

Govan Brown & Associates Ltd.

108 Vine Ave Toronto, ON M6P 1V7 T: 647-821-8535 www.govanbrown.com C. H. N. O. V

Graham Construction

10840 27 St SE Calgary, AB T2Z 3R6 T: 403-570-5106 www.grahambuilds.com B, C, H, J, N, O, R, S, T, V, W, Z

Grascan Construction Ltd

61 Steinway Blvd Toronto, ON M9W 6H6 T: 416-644-8858 www.grascan.com



Hahn Builders Inc

54 Wilfred Laurier Ave St. Catharines, ON L2P 0A3 T: 905-650-2699 www.hahnbuilders.ca

HKC Construction

26/27 - 145 Traders Blvd E Mississauga, ON L4Z 3L3 T: 905-565-1220 www.hkcconstruction.com C, F, H, M, N, O

HR Pacific Construction Management Ltd

901 10th St N Golden, BC V0A 1H0 T: 250-344-4999 www.hrpacific.com



Integricon Property Restoration and Construction Group Inc. 219 Westcreek Dr Vaughan, ON L4L 9T7

T: 647-402-7973 www.integricongroup.ca C, H, K, M, N, O, U, V

JEN COL Construction 100-9620 266 St Acheson, AB T7X 6H6 T: 780-963-6523 www.jen-col.com

JR Certus Construction Co. Ltd.

3 - 281 Zenway Blvd., Second Floor Vaughan, ON L4H 0S5 T: 647-494-0150 www.jrcertus.com C, H, M, N, O, V

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Lanca Contracting Limited 35 Bury Crt Brantford, ON N3S 0A9 T: 519-861-1329 www.lanca.com

Ledcor Group of Companies

500 - 1055 W Hastings St Vancouver, BC V6E 2E9 T: 604-681-7500 www.ledcor.com B, C, E, F, G, H, J, K, M, N, O, Q, R, S, T, V, W, Y



M Builds

955 Cobalt Cr Thunder Bay, ON P7K 1B9 T: 807-346-1650 www.mbuilds.ca C, F, M, V

Magil Construction Canada Inc.

Plaza 2, Suite 101 - 2000 Argentia Rd Mississauga, ON L5N 1V8 T: 905-890-9193 www.magil.com C, E, J, M, N, O, W

Maple Reinders 2660 Argentia Rd

Mississauga, ON L5N 5V4 T: 905-821-4844 www.maple.ca B, C, E, F, G, H, J, M, N, O, Q, S, T, V, X, Z

Marco Group Limited

78 O'Leary Ave St. John's, NF A1B 4B8 T: 709-754-3737 www.marcogroup.ca C, F, H, M, N, O, V

Matheson Constructors

245 Industrial Parkway N Aurora, ON L4G 4C4 T: 905-669-7999 www.mathesonconstructors.com A, B, C, D, E, F, G, H, J, K, M, N, O, Q, R, S, T, U, V, W, X, Y, Z

Metric Contracting Services Corporation

34 Bramtree Crt Brampton, ON L6S 5Z7 T: 905-793-4100 www.metricgroup.ca W, X

Michels Canada Co.

1102 16 Ave Nisku, AB T9E 0A9 T: 780-955-2120 www.michelscanada.com J, N, S, X, Z

Miller Paving

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Mongolian Construction & Management Services Ltd.

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Nexrock Design Build

40 Snidercroft Rd Concord, ON L4K 0B5 T: 905-669-9654 www.nexrock.com C, F, G, H, M, N, T

NorLand Limited

8648 Commerce Crt Burnaby, BC V5A 4N6 T: 778-879-0581 www.norlandlimited.com

North Construction

378 Esplanade E North Vancouver, BC V7L 1A4 T: 604-904-2300 www.north-construction.com A, B, E, G, J, K, Q, T, U, V, W, X, Z

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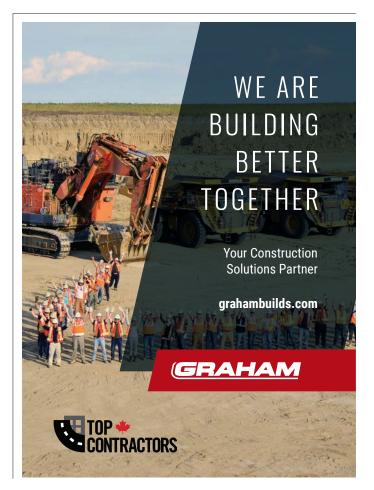
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O.N.Site Construction Inc.

40 - 2861 Sherwood Heights Drive Oakville, ON L6J 7K1 T: 905-829-8895 www.onsiteconstruction.ca C, M

OCL Group

4010 76 Ave Edmonton, AB T6J 7C4 T: 780-914-2076 www.oclgroup.ca





On Side Restoration

Bay 11 - 3905 32nd St NE Calgary, AB T1Y 7C1 T: 403-829-7949 www.onside.ca C, M, O, U, V

Orion Construction

105 - 19923 80A Ave Langley Twp, BC V2Y 0Y3 T: 778-251-2743 www.orionconstruction.ca C, H, M, N, V



PCL Construction

9915 56 Ave NW Edmonton, AB T6E 5L7 T: 780-733-5107 www.pcl.com B, C, D, F, H, J, K, M, N, O, Q, R, S, T, V, W, X, Z

Pomerleau

343 Preston St. Ottawa, ON K1S 1N4 T: 519-318-5678 www.pomerleau.ca B, C, J, N, O, Q, S, T, V, W, X

Priestly Demolition

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Project X Construction Ltd.

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PW Trenchless Construction Inc

12343 104 Ave Surrey, BC V3V 3H2 T: 604-580-0446 www.pwtrenchless.com E, X, Z

R

Rain City Industrial 319 - 9440 202 St Langley Twp, BC V1M 3Z4 T: 778-347-5989 www.raincityindustrial.com A, B, C, D, E, F, G, H, J, K, M, N, O, Q, R, S, T, U, V, W, X, Y, Z

Reliance Construction of Canada Ltd.

3285 J.B. Deschamps Lachine, QC H8T 3E4 T: 514-631-7999 www.relianceconstruction.com C, F, H, M, N, V

Robust Shield inc

324943 Norwich Rd Norwich, ON NOJ 1PO T: 519-424-9438 www.robustshield.ca

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The following letter codes are used to indicate areas of activity for the contractors in the listings on these pages.

- A Aggregates
- B Bridges
- C Commercial Buildings
- **D** Communication Engineering
- E Concrete
- F Contract Management
- G Demolition
- H Design/Build
- J Electric Power/Utilities
- **K** Environmental Remediation
- **M** General Contracting
- N Industrial Buildings
- 0 Institutional Buildings
- **Q** Marine-Related **R** Mining-Related
- S Oil and Gas-Related
- **T** Other Transportation Construction
- **U** Residential Houses
- V Residential Multi-Unit
- W Roadbuilding
- X Sewer
- Y Structural Steel
- Z Waterworks



