Contractors The right stuff

here's little doubt that after a few tough years, 2011 was a nice blip on the balance sheet for Canadian commercial contractors.

In this year's Top Contractors report, we take a closer look at what it takes to be a leader in the construction industry, what sectors are most promising for 2012-2013, and what challenges lay ahead.

This report is based on direct research with private companies, with the addition of a small amount of data from public sources. It's important to note the rankings are based on revenue, just one measurement in gauging a company's performance.

We thank these companies for sharing their information with such enthusiasm. Canada's construction industry has an amazing story to tell, and their participation in this report helps get the message across.

If you have any questions or comments about this report, or want a listings form for next year, please contact us at 416-510-6821 or editor@on-sitemag.com.



So, what does it take to be one of Canada's op contractors?

unning a multi-billion dollar contracting business is not for the faint of heart. Financial, technical and even political challenges are business as usual for this select group of individuals; but at the end of the day, it's a simple concept that's keeping these companies at the top of On-Site's annual Top 40

Contractors list.

"It is a total commitment to serve the clients' needs, all of our clients," emphasizes Aecon president John Beck. "So what we have been doing is diversifying our capabilities by expanding geographically."

Aecon has been achieving this diversification through what Beck describes as "organic" expansion. In other words, following its clients and making sure that they have access to all the construction capabilities they need across Canada. In areas where appropriate, No. 2-ranked Aecon has accomplished this through acquisitions.

Paul Douglas, president of No.1-ranked PCL, is also quick to credit a client-focused approach for his company's long-term success.

Roughly 90 per cent of PCL's 3,600 salaried employees are owner/operators that represent the company across Canada with the same consistent code of conduct, ethics and culture that has been upheld by PCL since its inception in 1906.

No. 3-ranked EllisDon believes its clients are best served by maintaining good relationships with trade contractors, suppliers, consultants, owners and labour forces.

TOP contractors

The **Top 40** Canadian Contractors

(BASED ON REPORTED 2011 SALES VOLUME)

Rank	Company	2011 (\$M)
1	PCL family of companies	\$5,500
2	Aecon Group Inc.	\$2,896.2
3	EllisDon Corp.	\$2,650
4	Graham Group Ltd.	\$2,010
5	The Churchill Corp.	\$1,409.2
6	Carillion Canada Inc.	\$1053.3
7	Pomerleau	\$1038.0
8	North American Construction Group	\$1,000
9	Bird Construction Co.	\$947.5
10	EBC Inc.	\$670
11	Bondfield Construction Co. Ltd.	\$665
12	Clark Builders	\$522.5
13	MC Group: McKay-Cocker, Magil, Task CM	\$425
14	Flynn Canada Ltd.	\$390
15	Taggart Group of Companies	\$338
16	Transelec/Common Inc.	\$315
17	The State Group Inc.	\$300
18	Con-Drain Co. (1983) Ltd.	\$291
19	Pennecon Ltd.	\$267.6
20	Maple Reinders Group Ltd.	\$243.5
21	Thirau Ltée	\$233.2
22	Quantum Murray LP	\$224.5
23	Dawson Wallace Construction Ltd.	\$195
24	The Collavino Group	\$193
25	Buttcon Ltd.	\$190
26	Triamico Development Affiliates	\$179
27	Chandos Construction Ltd.	\$175
28	Manshield Construction	\$165
29	Delnor Construction Ltd.	\$156.5
30	MADY	\$148
31	Avondale Construction Ltd.	\$147.8
32	Scott Builders Inc.	\$137
33	Alberici Constructors, Ltd.	\$135
34	Yellowridge Construction Ltd.	\$126
35	Marco Group	\$117
36	TESC Contracting Company Ltd.	\$110
37	Metro-Can Construction Ltd.	\$100
38	Bot Construction Group	\$98
39	Harbridge & Cross Ltd.	\$80.9
40	Elan Construction Ltd.	\$78

Based on written responses to research conducted by On-Site. Some contractors declined to participate in this research.



"They always have to be able to look at you at the end of the day and know you are someone who will treat them fairly," says Tim Smith, EllisDon's senior vice-president, Toronto area.

He explains that the company's culture, which emphasizes project first and process to follow, is dependent upon these strong partnerships. "We understand our place in the whole development scheme, and that is as the catalyst to get the project up and completed; so the end user, whether it's a hospital or a commercial developer, can get its tenants in. That's our role. To get it up in good quality, in a good time frame that they can count on with some certainty on price."

PEOPLE FIRST

Culture and client focus are key, but without the right skilled trades people for the jobs, the construction sector could be in big trouble. Our top-three companies cited the impending skills shortage as one of the biggest challenges they are facing.

As such, employee retention, succession planning and skills development programs are key areas of focus for the construction industry.

"I talk to CEOs from Newfoundland through to Victoria and their biggest concern is having the skilled workers that they're going to need to build what we want to build over the next decade," says Douglas.

Expectations for specific business areas, 2012-2013

Savvy contractors have been aware of the impending labour shortage for some time and are already developing the next generation of skilled workers. Their initiatives include apprenticeship programs, recruiting co-op students, fast-tracking young managers and partnering with the labour unions and post-secondary institutions.

However, skills development alone may not be enough. Aecon, EllisDon and PCL have differentiated themselves by finding other ways to attract highly skilled and ambitious young workers. Repeatedly gracing *Canada's Best 50 Employers* list, these contractors understand that it takes more than a paycheck to retain good people.

They offer salaried employees an opportunity to buy stock in the company, flexible hours and strong healthcare programs. They also create a corporate environment that promotes environmental sustainability and strong community/charity involvement.

For example, Aecon offers a scholarship program to help support the education of its employees' children. The hope for this initiative is that it will foster good will in those future graduates and they will consider Aecon when they are ready to join the workforce.

FOREIGN COMPETITION

The looming skills shortage is not the only challenge tangling contractors sheets at night; uncertainty surrounding foreign competition is giving these steadfast executives due cause to toss and turn.

"It's good news and bad news," sighs Beck. "First the bad news: We don't want governments or even the private sector to consider working with companies that have no experience on the ground here in Canada."

	2012			2013		
	Decrease	Same	Increase	Decrease	Same	Increase
Industrial Building	7%	40%	53%	0%	48%	53%
Commercial Building	12%	35%	53%	2%	30%	68%
Institutional Building	14%	36%	50%	12%	37%	51%
Residential Multi-Unit	7%	54%	39%	8%	50%	42%
Residential - Houses	7%	80%	13%	7%	64%	29%
Roadbuilding	15%	46%	38%	15%	54%	31%
Bridges	17%	44%	39%	11%	47%	42%
Other transportation	25%	25%	50%	22%	22%	56%
Oil and Gas Construction	7%	29%	64%	15%	8%	77%
Electrical Infrastructure	0%	42%	58%	0%	42%	58%
Mining Construction	0%	23%	77%	0%	17%	83%
Demolition	8%	58%	33%	10%	50%	40%
Sewer	20%	60%	20%	14%	71%	14%
Waterworks	17%	56%	28%	13%	69%	19%
General Contracting	14%	26%	60%	8%	25%	68%
Contract Management	10%	27%	63%	3%	31%	66%
Design/Build	5%	26%	68%	0%	26%	74%

Based on responses to the Top Contractors survey.

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The good news, however, is that in order for foreign companies to gain the necessary experience, they need to partner with Canadian contractors. "We welcome those partners," explains Beck. "In fact, we're partnering with a lot of them today. We think they bring a lot of experience, skills and a different way of looking at things. And, sometimes they bring money in these public-private partnerships-that's all good, and that's welcome."

Across the industry there's some concern about inexperienced foreign firms coming in and winning projects, but Smith is quick to point out that no one wants a closed-border environment either. "We wouldn't want to have that imposed on us if we were to go abroad." And going abroad is exactly what PCL was recognized for when

> it picked up the International Business Award at the Canadian Construction Association's annual conference back in March. The company has been involved with many large-scale projects in Australia, the U.K. and South Africa.

GREAT EXPECTATIONS

There's little doubt that large-scale projects and public-private partnerships (P3s) are exactly the kind of jobs that are most attractive to Canada's leading contractors.

"P3s are a big part of our growth market," says Douglas. "And we took that same model to Australia and we were successful on our very first foray into that country."

Although more and more P3 projects are steadily coming online, we also asked our Top Contractors what other specific business areas they expect to see growth in this year and in 2013. The three key areas they cited are: oil and gas, design-build and mining construction. More than 77 per cent of respondents expect growth in the mining sector for 2012 and 83 per cent for 2013. Design-build project expectations come in at 68 per cent for 2012 growth and 74 per cent for 2013. Finally, 64 per cent of contractors expect an increase in oil and gas projects in 2012, and respectively 77 per cent in 2013 (*for more details see Expectations chart on page 20*).

There are still challenges out there; but overall, contractors are in a much better place than they were just a few short years ago. It's a luxury in this industry to face impending challenges, rather than having to react to excessive demand or economic crisis.

Beck sums it up best: "It's better to have a steady stream of growing business rather than these great big booms and then the bust we had in 2008. I like the idea of 'steady as she goes' development in Canada, and all the support systems that go with that—Steady Eddie over the long term."

Send comments to editor@on-sitemag.com.



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Metro-Can-do attitude

B.C. firm takes No.1 spot in 50 employees or less category BY ANDREW SNOOK

Metro-Can Construction Ltd. Head office: Surrey, B.C. Number of employees: 50 2011 revenue: \$100 million 2012 projected revenue: \$125 million

his year's Top Contractors report featured a 50 employees or less category, and Metro-Can Construction Ltd. took top spot with a reported 2011 revenue of \$100 million. The Surrey, B.C.-based construction company has completed more than 280 projects since starting up in 1964.

Metro-Can has worked in all segments of the construction market, including: multi-residential, commercial, light and heavy industrial, recreational and institutional projects; and is rated one of the top 50 general contractors in Canada and one of the top five based out of B.C.

Don Voth, president of Metro-Can, says his company's ability to figure out the clients' needs and meet them in a timely fashion are what make the company so successful.

Metro-Can has worked on numerous high-profile construction projects in B.C., such as the Olympic Village for the 2010 Olympic Winter Games, where they completed 13 high-end technically advanced buildings, 800 units and the civic centre on time under a compressed schedule. The project was awarded LEED Platinum and LEED Gold ratings. After the Olympics were completed, the site was transformed into the Millennium Water Residential Complex, which is made up of a combination of housing, retail and community space.

Other high-profile projects include: the Oak Bay Beach Hotel, the City of Victoria's first combination full-service luxury hotel and private residence with 100 rooms, including 20 luxury residences (completion date of September 2012); the Surrey, B.C.-based Ultra, a 40-storey, concrete high-rise with 362 units, including 11 two-storey detached wood framed townhouses (completion date of April 2013) and the Alexandria, a 20-storey high-rise building being built to LEED Gold standards in Vancouver, B.C.

Voth says one of the company's biggest ongoing challenges is pricing out projects up to one year ahead of time.

"We're always trying to out-guess where the commodities are going to be."



50 employees or less **Top 5:**

Metro-Can Construction Ltd. – \$100 million (Surrey, B.C.)

LCL Builds Corporation – \$59.35 million (Toronto, Ont.)

Bockstael Construction Ltd. – \$51 million (Winnipeg, Man.)

Rosati Group – \$50.31 million (Windsor, Ont.)

Reid & DeLeye Contractors Ltd. – \$50 million (Courtland, Ont.)

One common challenge in the construction industry that Voth says hasn't affected his company is a shortage of skilled workers.

He says workers tend to stay with the company long-term. The fact that the company offers a variety of incentives, such as a retention bonus program, certainly doesn't hurt.

Metro-Can is also active in the community, offering support in Canada and abroad. Voth says the company has donated to various cancer research programs in Canada; and fund programs to build water wells and radio stations in several countries throughout Africa and Asia.

"We have rigs with qualified people to drill the wells; we're moving into our seventh year," says Voth. "We think the water wells are a big deal. It is the social centre of a village."

Although the company mainly operates out of B.C., there are plans in place for expansion. Metro-Can recently opened an office in Toronto, Ont., and that's just the beginning of its long-term goals. Voth says the company hopes to expand into every province one day.

With a projected revenue growth of 25 per cent for 2013 and a variety of high-profile projects under its belt, Metro-Can appears to be building itself a bright future. *www.metrocanconstruction.com*



Company Listings

Aecon Group Inc.

800-20 Carlson Court, Toronto ON M9W 7K6. T: 416-293-7004 F: 416-293-0271 www.aecon.com. Rev: \$2,896.2. Sectors: A, B, C, D, F, J, M, N, O, Q, R, S, T, V, W, X, Z.

Aecon – Ranked #2

President John Beck on what it takes to grow your business:

G Do everything to service the client, to make the client happy, and follow the client wherever they might go.

Alberici Constructors, Ltd.

1005 Skyview Drive, Burlington ON L7P 5B1. T: 905-315-2910 F: 905-315-3001 www.alberici.com. Rev: \$135. Sectors: N, R, Z.

Allan Construction

317-103rd St. E., Saskatoon SK S7N 1Y9. T: 306-477-5520 F: 306-477-5521 www.allanconstruction.ca. Rev: \$21.

Avondale Construction Ltd.

49 Hobsons Lake Drive, Halifax NS B3S 0E4. T: 902-876-1821 F: 902-876-1822 www.avondaleconstruction.com. Rev: \$147.8. Sectors: C, F, H, M, O.

Bird Construction Co.

5403 Eglinton Ave. W., Toronto ON M9C 5K6. T: 416-620-7122 F: 416-620-1516 www.bird.ca. Rev: \$947.5. Sectors: A, C, E, F, G, H, J, K, M, N, O, R, S, T, V, X, Y, Z.

Bockstael Construction Ltd.

1505 Dugald Rd., Winnipeg MB R2J 0H3. T: 204-233-7135 F: 204-231-0979 www.bockstael.com. Rev: \$51. Sectors: C, F, H, M, O, V.

Bondfield Construction Co. Ltd.

407 Basaltic Road, Concord ON L4K 4W8. T: 416-667-8422 F: 416-667-8462 www.bondfield.com. Rev: \$665. Sectors: C, F, G, H, M, N, O, X, Z.

Bot Construction Group

1224 Speers Rd., Oakville ON L6L 2X4. T: 905-827-4167 F: 905-827-0458 www.botconstruction.ca. Rev: \$98. Sectors: A, B, W.

Buttcon Ltd.

8000 Jane Street, Tower B, Suite 401, Concord ON L4K 5B8. T: 905-907-4242 F: 905-907-8096 www.buttcon.com. Rev: \$190. Sectors: C, F, G, H, M, N, O, U, V.

Chandos Construction Ltd.

6720 - 104 Street, Edmonton AB T6H 2L4. T: 780-436-8617 F: 780-436-1797 www.chandos.com. Rev: \$175. Sectors: C, F, H, M, N, O, U, V.

Clark Builders

4703-52 Ave., Edmonton AB T6B 3R6. T: 780-395-3300 F: 780-395-3544

Activities

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 **O** 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

www.clarkbuilders.com. Rev: \$522.5. Sectors: C, E, F, H, M, N, O, Y.

Con-Drain Company (1983) Ltd.

30 Floral Parkway, Vaughan ON L4K 4R1. T: 905-669-5400 F: 905-669-5040 www.condrain.com. Rev: \$291. Sectors: B, W, X, Z.

Construx Building Corp.

4480 Rue Cote de Liesse #318, Montreal QC H4N 2R1. T: 514-940-2005 F: 514-940-2006 www.cxcorp.ca. Rev: \$10 Sectors: C, V.

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EllisDon – Ranked #3

Tim Smith, senior vice-president, Toronto Area gives sound relationship advice:

⁶⁶ As a general contractor you always need people to respect you and work with you—trade contractors, suppliers, consultants, owners... They always have to recognize you as someone that will treat them fairly.

Dawson Wallace Construction Ltd.

4611 Eleniak Road, Edmonton AB T6B 2N1. T: 780-466-8700 F: 780-466-9613 www.dawsonwallace.com. Rev: \$195. Sectors: C, F, H, N.

Delnor Construction Ltd.

3609 - 74 Avenue N.W., Edmonton AB T6B 2T7. T: 780-469-1304 F: 780-466-0798 www.delnor.ca. Rev: \$156.5. Sectors: A, C, E, F, G, H, M, N, O, V, Y.

DW Builders

#102 - 921 Laval Cres., KamloopsBC V2C 5P4. T: 250-372-5516 www.dwbuilders.ca. Rev: \$12. Sectors: C, E, G, H, M, U, V.

EBC Inc.

1095, rue Valet, P.O. Box 158, L'Ancienne-Lorette QC G2E 3M3. T: 418-872-0600 F: 418-872-8177 www.ebcinc.qc.ca. Rev: \$670. Sectors: B, C, F, H, J, M, N, O, Q, R, S, T, V, W, X, Z.

Elan Construction Ltd.

#100, 3639 27th Street NE, Calgary AB T1Y 5E4. T: 403-291-1165 F: 403-291-5396 www.elanconstruction.com. Rev: \$78. Sectors: C, H, N, O.

EllisDon Corp.

89 Queensway Ave. W., Suite 800,
Mississauga ON L5B 2V2.
T: 905-896-8900 F: 905-896-8911
www.ellisdon.com. Rev: \$2,650. Sectors:
B, C, E, F, H, M, N, O, R, S, T, V, W.

Fillmore Construction Management Inc.

9114-34A Ave., Edmonton AB T6E 5P4. T: 780-430-0005 F: 780-437-3998 www.fillmoreconstruction.com. Rev: \$56.98. Sectors: C, H, M, N, O.

Flynn Canada Ltd.

6435 Northwest Dr., Mississauga ON L4V 1K2. T: 905-671-3971 F: 905-673-3971 www.flynn.ca. Rev: \$390. Sectors: C, H, N, O.

Graham Group Ltd.

10840 27 Street SE, Calgary AB T2Z 3R6. T: 403-570-5000 F: 403-236-6575 www.graham.ca. Rev: \$2,010. Sectors: B, C, F, H, J, M, N, O, Q, R, S, V, W.

Harbridge & Cross Ltd.

350 Creditstone Rd. Suite 202, Concord ON L6K 3Z2. T: 416-213-7165 F: 905-738-9649 www.harbridgeandcross.com. Rev: \$80.9. Sectors: C, N, O.

Knappett Projects Inc.

555 Pembroke St., Victoria BC V8T 1H3. T: 250-475-6333 F: 250-475-6444 www.knappett.com. Rev: \$40. Sectors: A, B, C, D, E, F, H, M, N, O, V, X, Y, Z.

LCL Builds Corp.

98 Scarsdale Road, Toronto ON M3B 2R7. T: 416-492-0500 F: 416-492-4932 www.lclbuilds.com. Rev: \$59.3. Sectors: C, N, O, V.

Ledcor Group of Companies

1067 Cordova St., Ste. 1200, Vancouver BC V6E 1C7. T: 604-681-7500 F: 604-681-4385 www.ledcor.com.

LSC. Pre-Cast System Ltd.

8285A Lickman Rd., Chilliwack BC V2R 3Z9. T: 604-792-4244 F: 604-792-4241 www.lscprecast.com. Rev: \$1.6. Sectors: B, C, E, H, K, N, Q, R, U, V, Y.

MADY

8791 Woodbine Avenue, Suite 100, Markham ON L3R 0P4. T: 905-944-0907 F: 905-944-0474 www.madycorp. com. Rev: \$148. Sectors: A, C, E, F, G, H, M, N, O, U, V, Y.

Manshield Construction

200-955 Cobalt Crescent, Thunder Bay ON P7B 5Z4. T: 807-346-1650 F: 807-346-1654 www.manshield.com. Rev: \$165. Sectors: C, F, H, M, N, O, V.

Maple Reinders Group Ltd.

2660 Argentia Road, Mississauga ON L5N 5V4. T: 905-821-4844 F: 905-821-4822 www.maple.ca. Rev: \$243.5. Sectors: A, C, E, F, G, H, M, N, O, Q, R, S, X, Y, Z.

Marco Group

78 O'Leary Ave., St John's NL A1B 4B8. T: 709-754-3737 F: 709-754-3715 www.marcogroup.ca. Rev: \$117. Sectors: C, F, H, M, N, O, S.

MC Group: McKay-Cocker Construction, Magil Construction, Task CM

1655 rue De Beauharnois Ouest, Montreal, QC H4N 1J6 T: 519-451-5270 F:519-451-8050 www.mcgroup.ca. Rev \$425. Sectors: B,C,F,H,M,N,O,V,X,Z

Metro-Can Construction Ltd.

520 - 10470 152nd Street, Surrey BC V3R 0Y3. T: 604-583-1174 F: 604-583-3321 www.metrocanconstruction.com. Rev: \$100. Sectors: C, E, H, M, O, V.



Newman Bros. Ltd.

P.O. Box 608, 72 Welland Ave., St. Catharines ON L2R 6X6. T: 905-644-8111 F: 905-641-0557 www.newman-bros.com. Rev: \$25. Sectors: C, J, N, O, S, X, Z.

North American Construction Group

11405 - 163 Street, Edmonton AB T5M 3Y3. T: 780-969-5590 www.nacg.ca. Rev: \$1,000. Sectors: C, J, K, M, N, R, T, Y.

Ortbel Technologies En Construction

1065 Louis-Jolliet, Laval QC H7E 4L2. T: 450-668-9994 F: 450-668-3414 www.ortbel.com.

PCL – Ranked #1

Paul Douglas, president of PCL on what it takes to stay at the top:

It comes down to the PCL culture that has been ingrained in all of us since the Pool family started it over 100 years ago. It's a very client-focused approach with a total diversity across the industry, both geographically and sectorally. >>

PCL family of companies

5410 - 99 Street, Edmonton AB T6E 3P4. T: 780-733-5107 F: 780-733-5077 www.pcl.com. Rev: \$5,500. Sectors: A, B, C, D, E, F, G, H, J, K, M, N, O, Q, R, S, T, U V, W, X, Y, Z.

Pennecon Ltd.

PO Box 8274, Stn A, 1309 Topsail Road, St John's NL A1B 3N4. T: 709-782-3404 F: 709-782-0129 www.pennecon.com. Rev: \$267.6. Sectors: A, B, E, F, J, M, Q, R, U, W, X, Y, Z.

Pomerleau

521, 6th Avenue, St.-Georges QC G5Y 0H1. T: 418-228-6688 F: 418-228-3524 www.pomerleau.ca. Rev: \$1,038. Sectors: B, C, H, M, N, O.

Priestly Demolition Inc.

3200 Lloydtown-Aurora Rd, Kettleby ON LOG 1JO. T: 905-841-3735 F: 905-841-6282 www.priestly.ca. Rev: \$60. Sectors: G, K, U.

Quantum Murray LP

345 Horner Avenue, Suite 300, Toronto
ON M8W 1Z6. T: 416-253-6000
F: 416-253-6699 www.quantummurray.
com. Rev: \$224.5. Sectors: G, K.

Ram Construction Inc.

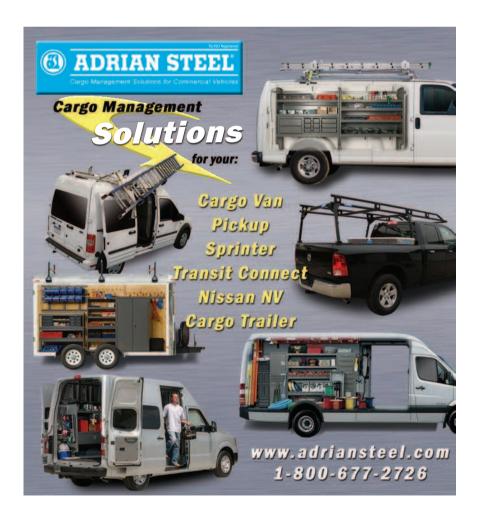
Suite #180 - 7881 128th St., Surrey BC V3W 4E7. T: 604-501-5265 F: 604-501-5289 www.ramconst.com. Rev: \$20. Sectors: C, E, H, M, N, O.

Reid & DeLeye Contractors Ltd.

4926 Hwy #59 South, P.O. Box 272, Courtland ON NOJ 1EO. T: 519-688-2600 F: 519-688-2700 www.reid-deleye.com. Rev: \$50. Sectors: C, H, M, N, O, U, V, X, Z.

Rosati Group

6555 Malden Road, Windsor ON N9H 1T5. T: 519-734-6511 F: 519-734-7872 www.rosatigroup.com. Rev: \$50.3. Sectors: C, F, H, M, N, O.





Scott Builders Inc.

8105 49 Avenue Close, Red Deer AB T4P 2V5. T: 403-343-7270 F: 403-346-4310 www.scottbuilders.com. Rev: \$137. Sectors: C, H, M, N, O, S.

Taggart Group of Companies

3187 Albion Rd., Ottawa ON K1V 8Y3. T: 613-521-3000 F: 613-526-7901 www.taggartconstruction.com. Rev: \$338. Sectors: C, U, V, X, Z.

TESC Contracting Company Ltd.

874 Lapointe Street, Sudbury ON
P3A 5N8. T: 705-566-5702
F: 705-560-7524 www.tesc.com. Rev:
\$110. Sectors: A, B, C, D, E, F, G, H, J,
K, M, N, O, R, S, T, U, V, W, X, Y, Z.

The Churchill Corp.

400, 4954 Richard Road SW, Calgary AB T3E 6L1. T: 403-685-7775 F: 403-685-7770 www.chuchillcorporation.com. Rev: \$1,409.1. Sectors: C, H, M, N, O, R, S.

The Collavino Group

5255 County Rd. 42, Windsor ON

N8N 2M1. T: 519-966-0506 F: 519-966-0039 www.collavinogroup.com. Rev: \$193. Sectors: B, C, E, H, J, M, N, O, V, Y.

The State Group Inc.

3206 Orlando Drive, Mississauga ON L4V 1R5. T: 905-672-2772 F: 905-672-1919 www.stategroup.com. Rev: \$300. Sectors: A, B, C, D, E, F, G, H, J, K, M, N, O, Q, R, S, T, W, X, Y, Z.

Thirau Ltée

489 blvd Pierre-Roux Est, Victoriaville QC G6T 1S9. T: 819-752-9741 F: 819-752-6936 www.thirau.com. Rev: \$233.2. Sectors: J.

Tiki International Inc.

Bay 2D, 624 Beaver Dam Rd. N.E., Calgary AB T2K 4W6 . T: 403-241-1093 F: 403-241-8250 www.tiki-international. com. Rev: \$25. Sectors: B, C, E, F, M, N, O, S, W, Y, Z.

Transelec/Common Inc.

2075 Fortin Blvd., Laval QC H7S 1P4.

T: 514-382-1550 F: 514-388-9020 www.transelec.com. Rev: \$315. Sectors: J, M.

Triamico Development Affiliates

2199 Blackacre Dr., Oldcastle ON NOR 1LO. T: 519-737-1577 F: 519-737-1929 www.amicoaffiliates.com. Rev: \$179. Sectors: B, C, H, M, O, T, U, V, W, X, Z.

Unitech Construction Management

400 - 1530 56th Street, Delta BC V4L 2A8. T: 604-943-8845 F: 604-943-0912 www.unitechcm.ca. Rev: \$55. Sectors: C, F, N, O, V.

Westridge Construction Ltd.

435 Henderson Dr., Regina SK S4N 5W8. T: 306-352-2434 F: 306-352-0199 www.westridge.ca. Rev: \$64.1. Sectors: B, C, F, M, N, O, V.

Yellowridge Construction Ltd.

200 - 2605 Clarke St., Port Moody BC V3H 1Z4. T: 604-936-2605 F: 604-936-2630 www.yellowridge.ca. Rev: \$126. Sectors: H, M, O, V. □

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