THE TOP 40
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INNOVATION PROMPTS A PARADIGM SHIFT
PG. 4

TOP 5 UNDER 50
PG. 10

LISTINGS
PG. 12

TOP CONTRACTORS
CANADA’S HIGH-FLYERS
I am honoured to welcome you to the 2018 Top Contractors issue. Aon is thrilled to once again be the official partner of this important publication, as it recognizes the best of the best in a competitive and innovative industry. We’re especially proud to work with many of the firms on this prestigious list. It’s a great privilege for us to serve and support Canadian contractors, who are facing an unprecedented era of change and growth.

Although never easy, times of great change lead to innovation. By partnering with Canada’s top construction firms, Aon continues to be forward thinking and to develop new solutions for an ever-evolving marketplace.

Earlier this year, we celebrated the 100th anniversary of the Canadian Construction Association (CCA), another partner we are proud to support. It’s astounding to look back at the last 100 years of construction in Canada, however, what’s even more exciting, is the future. The theme of this year’s CCA Annual Conference was “Building to New Heights,” envisioning a future of rapid growth. It’s our belief that this growth cannot be accomplished in isolation – it must involve a team of stakeholders who support contractors throughout the process.

As always, Aon will invest in the ongoing success of our clients. We’ll continue to build and develop our business to support you in ways no one else can. There is no doubt the construction industry will evolve even more quickly over the next 100 years. We’re excited by the challenges and innovations this evolution will bring, and we look forward to working with you.

Congratulations to all those honoured in this year’s issue. We wish you a profitable, successful, and safe 2018.

In partnership,
Christine Lithgow
President and CEO, Aon Risk Solutions Canada
2017 was a year of mixed results for Canada’s construction industry.

Though it got off to a slow start – and the long-promised federal infrastructure spending remained slow out of the gate – worksites were jolted in the second half of the year as companies added tens of thousands of employees to payroll and put them to work on a range of new and previously delayed projects.

While some of the largest players in the industry saw modest revenue declines in 2017, many small- and mid-sized contractors added to their top lines over the course of the year. Your 2017 Top Contractors include 10 firms that booked more than $1 billion in revenue and 36 that posted more than $100 million.

I want to thank all the Canadian contractors that took the time out of their busy schedules to participate in this year's report. Their valuable contributions are vital to maintaining the quality and relevance of On-Site and are the only way we’re able to stay plugged into the industry from coast to coast.

From identifying new trends in innovation, to taking the industry’s temperature for the coming months, the responses help us better understand where the industry is headed and what segments will be the ones to watch in the future.

DAVID KENNEDY
EDITOR

TOP 5 COMPANIES
UNDER 50 EMPLOYEES

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<tr>
<th>Rank</th>
<th>Company</th>
<th>Revenue</th>
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<td>1</td>
<td>Acadian Construction Ltd.</td>
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<td>Rosati Group</td>
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<td>JR Certus Construction</td>
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<tr>
<td>5</td>
<td>KF Construction Inc.</td>
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TOP 40

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<tr>
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<th>2017 Revenue</th>
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Shifts in technology and business practices offer solutions to mounting challenges – if the construction industry can get on board

BY JACOB STOLLER
The term “innovation” conjures up images of drones, virtual reality, state-of-the-art sensing technology and leading-edge building materials. These products, however, are only enablers – the real innovation is in the changes companies have to make to adopt them.

Unlike manufacturers, contractors don’t develop their innovations in R&D departments. “Our organization doesn’t do lab research,” says David Filipchuk, CEO of PCL Construction. “Most of the discoveries and innovations, technology or otherwise, in the way we execute work happen at the workspace.”

Construction is essentially a collaborative enterprise, where diverse skill sets and resources must coalesce in real time. Compared with a controlled factory situation, a construction site is subject to far more variation, making it susceptible to errors, rework, delays and cost overruns.

The push to innovate, therefore, is about improving collaboration in order to reduce variation and create a better outcome for the customer. This involves breaking down silos and promoting a more team-like approach between owners, designers, consultants, general contractors and trade partners.

“The future of construction is more collaborative and agile, with everybody working towards a common purpose,” says Mary Van Buren, president of the Canadian Construction Association (CCA). “That can lead to more innovation as well, because people are working collectively to solve problems, as opposed to inheriting what was given to them in the chain in front of them.”

Innovation, Van Buren notes, has become a top priority for the CCA, which has helped establish institutes such as Canadian Construction Innovations (CCI), which fosters innovation in the industry. Recent CCI projects include a clearinghouse where industry stakeholders can share their innovations, information aimed at fostering the use of drones and an incubator for energy conservation in the heavy construction sector.

Technology can play a significant role here. “The big advantage of [Building Information Systems] and other technologies like that is your ability to integrate..." – David Filipchuk, PCL Construction

“Most of the discoveries and innovations, technology or otherwise, in the way we execute work happen at the workspace”
people’s work – that’s the game changer,” says Thomas Strong, chief technology officer at EllisDon.

When all the trade partners incorporate their plans into a 3D model, for example, this allows everyone to identify clashes and scheduling conflicts before they arise on the jobsite. “This way, we’re able to be proactive rather than reactive,” Strong adds.

Construction, however, is widely criticized for being slow to adapt to the digital age. “I’m sure you’ve heard that construction is not a very productive industry,” Van Buren says. “Technology is one solution. However, BIM is not that widespread, even though it’s been around for 10 years.”

One of the stumbling blocks is that traditional methods often remain the legal standard. “Our industry is not set up for working in a BIM/VDC environment,” says George Ikonomakis, national VDC and BIM manager for Bird Construction. “The industry still submits contract documents through hard copy or digital format drawings for tenders, so 3D model files are used as ‘reference only.’ This doesn’t allow us to take advantage of the intelligence that can be found in 3D models.”

Still, there is no shortage of innovative techniques coming down the pike, according to Clint Kissoon, chair of the school of Construction Management at Toronto-based George Brown College. “The industry has embraced a lot of these ideas, but these are only the tools to innovate. The one thing we’ve not been able to look at is behaviours that determine how we adopt these new tools and processes.”

**THE GENERATION GAP**
The biggest single challenge the industry faces today is a massive shortage of skilled labour, fuelled by the impending retirement of 250,000 workers, or 20 per cent of the workforce, over the next decade.

“As we continue to grow, hiring is a very real challenge,” says Patrick Stiles, Toronto-area regional vice-president at Pomerleau.

“Canadian contractors are lucky in that there’s lots of work out there,” says Juan Chica, vice-president at Bird Capital. “Our challenge is related to qualified labour. Baby boomers are retiring, and as an industry we’re not very good at passing down their knowledge. We’re seeing this lack of qualified people for all players – contractors, consultants, architects, engineers, and owners. So we all need to adapt our management practices to the new reality of potential employees.”

The need is not only to hire, but to ensure that industry knowledge, acquired over decades by employees who will soon retire, isn’t lost forever. To accomplish this, firms will have to bridge the generation gap between tech-savvy millennials and older workers who have not embraced technology.

“Contractors have a huge problem hiring young talented people,” says Pouria Ghods, co-founder and president of Ottawa-based Giatec Scientific Inc., which provides concrete sensing technology for the construction industry. “There have been studies that have shown that people in the younger generation are not interested in working for companies that are not innovative and open to change. They’re hesitant to join the construction industry for that reason.”

Even those who have chosen construction as their career choice are frustrated, Kissoon notes. “Our graduating students are going out there, but they’re not seeing the development they were expecting,” he says. “They’ve been trained to harness the new technology, but companies are
showing this reluctance to change.”

This isn’t just about using new tools – as Samil Junuzovic, project director at Bird Construction points out – technology is part of the work environment that millennials have grown up with. “With internet, and people having everything at their fingertips, everything is changing, not just construction,” he says. “Many of the senior superintendents are less reliant on current technology. But the younger folks want information.”

The challenges of hiring younger workers, however, aren’t only related to technology. “The young generation has a very different perspective on the balance between private and work life,” Chica says. “That’s challenging, because if you have a deadline on a project, and need somebody to put in so many hours a day, some will say ‘that’s not for me.’”

This can be especially problematic for larger firms that need to move specialized talent both around the country and internationally. “Construction requires talent mobility in a big way, but the demographic shift goes against that,” Filipchuk says.

“This is a situation that didn’t exist a decade ago.”

CREATING A DIVERSE WORKFORCE

On the hiring front, many contractors are working more closely with the schools to understand the expectations of potential job candidates and help communicate the benefits of working in the industry. “We’re a part of industry-wide efforts to work with communities to encourage kids to see that construction and engineering are great career choices that lead to sustainable, well-paying jobs,” says Ryan Tones, a district manager at Kiewit Corp.

“Employees want to work for a progressive, current, plugged-in company,” Filipchuk says. “Construction gets a bad rap for not being innovative, but that’s not entirely accurate. There’s lots of technology that’s being deployed in innovative ways, and that’s one of the ways we differentiate ourselves when we’re hiring.”

Hiring isn’t just about attracting tech-savvy millennials, however. Van Buren notes that women make up only three per cent of the construction workforce, and that some segments of the population, including First Nations, are under-represented in the industry. “If you want innovation, you need diversity,” Van Buren says. “You need different experiences. You need people who are looking at problems in a different way. So having a more diverse workforce will help with adoption and innovation.”

One of the challenges of improving knowledge transfer from more experienced workers is making the technology accessible to people who have yet to embrace the digital age. The key is to make it less threatening, according to Tanner Clark, director of BIM/VDC Construction Services at Calgary-based Stuart Olson.

“When I’m speaking about applying technology to our projects, I try to use common language that everyone will understand,” he says. “I explain that we are using the same information we have always used, but that the new technology will help us see things we weren’t able to see before, so we can quickly and clearly identify potential concerns before they arise on the jobsite.”

Another point Clark emphasizes is getting subcontractors to see the advantages. “When you get your trade partners to use the system to work through any issues before they get on site, that helps them understand the benefits,” he says. “And the next time we work with that firm, they’re ready to go. That’s the innovation push that’s driving our industry forward.”

BIM systems can also help transfer knowledge from older workers to the younger generation. For example, as Clark points out, a 3D model is a great visual teaching tool where a more experienced worker can show a younger colleague what will work on the jobsite and what won’t.

STRIVING TOWARDS A WIN-WIN

The skills crunch facing the industry may
be a blessing in disguise.

As the industry strives to better suit the needs of younger workers, it is being forced to take on its perennial silo problem that not only produces suboptimal outcomes for customers, but causes untold stress in the work environment. The change has the potential to create great opportunities for workers at all levels to get involved in interesting and challenging work that will help move the industry forward.

“We’re seeing a cultural shift away from ‘let’s just get the job done and move on,’” Clark says, “to a culture where we take the information that we have at our fingertips and use it to enhance our processes, and deliver things in a much more effective way.”

Another trend is a push to establish collaborative relationships earlier on in the project cycle. “Teaming up early on allows us to establish better strategies to match our clients’ expectations and deliver a better overall product,” Stiles says.

Many firms, including PCL, are implementing lean construction methodologies, which help break down silos and create a more holistic approach. “The main benefit of lean is that it approaches the project as a whole, versus the more traditional method where you’re concerned about what we call local optimization,” says Justin Bova, president of Winnipeg-based lean construction firm Pretium Projects Ltd. “Lean forces people to sit down in a room and solve problems together. That increases teamwork, morale, and project momentum, and ultimately ensures better value for the client.”

Innovation in the construction industry is, as noted earlier, not confined to a designated group, so there are lots of opportunities for people to innovate. “Every jobsite has the potential for innovation,” Strong says. “The challenge is capturing those innovations on the jobsite level, and identifying which ones it makes sense to operationalize across the rest of the business.”

“It’s our role as managers to give our people permission to explore, innovate, and make those small bets in the interest of breaking the old paradigms, and finding better and more innovative ways to execute,” Filipchuk says.
An overwhelming majority of contractors projected growth or no change in ALL 23 of the business areas we measured.

Approximately 60,000 Canadians employed by the 2017 Top 40 Contractors.

68% of contractors expect the market for commercial buildings to grow in 2018.

57% of contractors anticipate an increase in roadbuilding.

The 2017 Top 40 Contractors accounted for more than $40 billion in revenue.
ACADIAN CONSTRUCTION

LOOKS TO CORNER THE MARKET IN ATLANTIC CANADA

East Coast contractor storms to the top of *On-Site*’s Top 5 Under 50

BY DAVID KENNEDY

ACADIAN CONSTRUCTION IS RIDING HIGH.
The New Brunswick contractor more than doubled its revenue in 2017, booking $85 million in sales over the course of the year, compared to $40 million during the previous 12-month period. The strong growth catapulted Acadian to the top of *On-Site*’s tally in the 50 of fewer employees category.

Matthew Carreau, the company’s director of operations, described 2017 as a “banner year” for Acadian. “It’s really us performing and really building that relationship with the clients for the best project experience – that’s what’s been the difference with us the past little while,” he said.

Based in Dieppe, N.B. – part of the Moncton metro area – the fami-
**TOP 5 UNDER 50**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Location</th>
<th>2017 Revenue</th>
<th>Sectors</th>
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<td>Institutional, commercial and multi-residential</td>
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<tr>
<td>3</td>
<td>Rosati Group</td>
<td>Windsor, Ont.</td>
<td>$46,028,764</td>
<td>Construction management and non-residential building construction</td>
<td>Institutional, commercial, industrial and multi-residential</td>
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<td>JR Certus Construction Co. Ltd.</td>
<td>Vaughan, Ont.</td>
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<td><a href="http://www.kfconstructioninc.com">www.kfconstructioninc.com</a></td>
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</table>

The top-owned company has a 60-year history in the province and has since branched out to other markets across Atlantic Canada. Its current business breaks down to about 40 per cent industrial, 40 per cent multi-unit residential and 20 per cent commercial. It has 49 employees on payroll, though that figure is subject to the usual seasonal fluctuations.

Along with building strong relationships with clients, subcontractors and consultants, the company owes some of its 2017 success to a new, quickly emerging Canadian industry.

With the marijuana business poised to boom, Acadian has got in on the action. After booking some preliminary work for an unnamed medical marijuana firm, the contractor was able to keep itself involved with the client as the scale of the project grew. From an initial deal worth about $5 million, Acadian now expects work on the project to be worth about $70 million over the next couple of years.

The emerging industry is one example of how the evolving Canadian economy is creating new opportunities for contractors. Among other projects, Carreau pointed to a recently-completed skating oval in Acadian’s hometown of Dieppe and a new $15 million contract to build a community centre in Moncton as two recent jobs the company is particularly proud to be a part of.

With a small sales staff, Acadian focuses its resources only on projects it identifies as the right fit for its team. “We don’t take a shotgun approach to bid all kinds of jobs and swing for the fences every time and hope we land one,” Carreau said, adding that the strategy has translated to a very healthy “batting average.”

The company also recently implemented Procore Technologies’ construction management software, a move it says has allowed it to streamline its processes and better connect all parties involved in a project.

After raising the bar last year, Acadian has no intention of sitting still. The company aims to grow its revenue by between 25 per cent and 50 per cent in 2018 while continuing to expand to new areas in Atlantic Canada.
A

Acadian Construction
671 Malenfant Blvd.
Dieppe, NB E1A 5T8
T: 506-857-1909
www.acadianconstruction.com

Aecon Group Inc.
20 Carlson Court
Toronto, ON M9W7N6
T: 416-297-2600
www.aecon.com

AMAN Builders
244-2301 Premier Way
Sherwood Park AB T8H 2K8
T: 780-999-8638
www.amanbuilders.ca
C, F, M, N, O

Avondale Construction Ltd.
49 Hobson Lake Drive
Halifax, NS B3S 0E4
T: 902 876-1821 F: 902 876-1822
www.avondaleconstruction.com
C, F, H, M, N, O, V

Axiom Builders Inc.
1100-838 W. Hastings St.
Vancouver, BC V6C 0A6
T: 604-412-0459
www.axiombuilders.ca
C, M, V

B

Bird Construction
5700 Explorer Drive
Mississauga, ON L4W 0C6
T: 905-602-4122 F: 905-602-1516
www.bird.ca

Bockstael Construction Ltd.
200-100 Paquin Road
Winnipeg, MB R2J 3V4
T: 204-997-4730
www.bockstael.com
C, F, H, M, N, O, V, Y

Button Ltd.
401-8000 Jane Street, Tower B
Concord, ON L4K 5B8
T: 905-907-4242 F: 905-907-8096
www.button.com
C, F, H, M, N, O, V

C

Caruana Interiors and Contracting
9-8 Riel Dr.
St. Albert, AB T8N 3Z7
T: 780-935-5831
www.caruanainteriors.ca
C, M, U, V

Chandos Construction
9604-20 Avenue NW
Edmonton, AB T6N 1G1
T: 780-436-8617
www.chandos.com
C, F, G, H, M, N, O, V

Con- Drain Company (1983) Ltd.
30 Floral Parkway
Concord, ON L4K 4R1
T: 905-669-5400 F: 905-669-5040
www.condrain.com
A, W, X

D

Dawson Wallace Construction Ltd.
4611 Eleniak Rd.
Edmonton, AB T6B 2N1
T: 780-466-8700 F: 780-466-9614
www.dawsonwallace.com
C

Delnor Construction Ltd.
3609-74 Avenue
Edmonton, AB T6B2T7
T: 780-469-1304 F: 780-466-0798
www.delnor.ca
C, N, O, M

E

Dominion Divers Marine Contractors
19 Archibald Street
Winnipeg, MB R2J 0V7
T: 800-599-4933 F: 204-233-1258
www.dominiondivers.ca
B, J, K, Q

Earth Max Construction Inc.
9154 E Road 73N
Stony Mountain, MB R0C 3A0
T: 204-344-5760 F: 204-480-1683
www.earthmax.ca
X, M

EBC Inc.
1095 Valets Street
L’Ancienne-Lorette, QC G2E 3M3
T: 418-872-0600 F: 418-872-8177
ebc@ebcinc.qc.ca
B, C, R, T, V, W, Z

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
Manshield Construction
395 Cobalt Cr.
Thunder Bay, ON P7K 1B9
T: 807-346-1650 F: 807-346-1654
www.manshield.com
C, F, H, M, N, O, U, V

Marco Group of Companies
78 Leary Avenue
St. John’s, NL A1B 4B8
T: 709-754-3737 F: 709-754-3715
www.marcogroup.ca
C, F, H, M, O

Metro-Can Construction Ltd.
520-10470-152nd Street
Surrey, BC V3R 0Y3
T: 604-583-1174 F: 604-583-3321
www.metrocan.com
C, N, O, V

MTN General Contractors
2302-20 Patterson Buck S W
Calgary, AB T3H 1W9
T: 403-819-1323
www.mtngeneral.com
C, M

Newway Group
3750 First Ave.
Burnaby, BC V5C 3V9
T: 604-299-3709 F: 604-299-6209
www.newwayforming.com
C, E, F, O, V, X

NorLand Ltd.
3183 NorLand Avenue
Burnaby, BC V5B 3A9
T: 604-205-7600 F: 604-291-2813
www.norlandlimited.com

North American Construction Group
26550 Acheson Road
Acheson, AB T7X 6B2
T: 780-969-3478
www.nacg.ca

North Construction
378 Esplanade E
North Vancouver, BC V7L 1A4
T: 604-904-2300
www.north-construction.com

O.N.Site Construction Inc.
23-2861 Sherwood Heights Drive,
Oakville, ON L6J 7K1
T: 416-689-8851
www.onsiteconstruction.ca
C, F, G, H, M, N, O, U, V

On-Site Solutions Inc.
31-83 Galaxy Blvd.
Toronto, ON M9W 5X6
T: 416-654-6000
www.onsitegc.ca
C, O

Owen King Ltd.
87 Brant Sideroad 15
Walkerton, ON N0G 2V0
T: 519-881-1771 F: 519-881-1585
www.owenkinglimited.com
B, W

PCL Constructors Inc.
9915-56 Avenue
Edmonton, AB T6E 5L7
T: 780-733-5107
www.pcl.com

Pennecon
1309 Topsail Road
St. John’s, NL A1B 3N4
T: 709-782-3404 F: 709-782-0129
www.pennecon.com
B, E, F, J, M, Q, S, U, W, X, Z

Pickard Construction
PO Box 467
Errington, BC V0R 1V0
T: 250-248-5882
www.pickardconstruction.ca
C, U

Plainsman Builders Inc.
210-889 McGill Place
Kamloops, BC V2C 6N9
www.plainsman.ca
C, U, V

Pomerleau inc.
521 6e Avenue
Saint-Georges, QC G5Y 0H1
T: 418-228-6688 F: 418-228-3524
www.pomerleau.ca

Priestly Demolition
3200 Lloyd town Aurora Rd.
King, ON L7B 0G3
T: 905-841-3735 F: 905-841-6282
www.priestly.ca

QM Environmental
250-2385 Arrowview Road
Mississauga, ON L5L 5Z7
T: 905-841-3735 F: 905-841-6282
www.qmenv.com
E, F, G, K

RAM Construction Inc.
101-8369 River Way
Delta, BC V4G 1G2
T: 604-940-5265
www.ramconst.com
C, F, G, H, M, N, O, U, V
RDM Enterprises Group
207-20436 Fraser Highway
Langley, BC V3A 4G2
T: 604-657-4523 F: 604-530-8959
www.rdmenterprises.com
A, B, E, F, G, I, K, M, S, W, Y

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

Rosati Group
6555 Malden Rd.
Windsor, ON N9H 1T5
T: 519-734-6511 F: 519-734-7872
www.rosatigroup.com
C, F, H, M, N, O, V

Scott Builders Inc.
8105 49th Ave
Red Deer, AB T4P 2V5
T: 403-343-7270
www.scottbuilders.com
C, H, M, N, O, S, U, V

SNC-Lavalin Inc.
455 René-Lévesque Blvd. West
Montreal, QC H2Z 1Z3
T: 514-393-1000 F: 514-866-0795
www.snc-lavalin.com

Stuart Olson Inc.
600-4820 Richard Road SW
Calgary, AB T3E 6L1
T: 403-520-1594 F: 403-685-7777
www.stuartolson.com
F, J, M, N, R, S

Superior Buildings & Design Ltd.
8127 Roper Road
Edmonton, AB T6E 6S4
T: 780-420-1752 F: 780-468-6691
www.superiorbuildings.ca
C, H, N

Taggart Group of Companies
3187 Albion Road
Ottawa, ON K1V 8Y3
T: 613-521-3000
www.taggartconstruction.com
C, F, M, U, V, X

TerraEx Inc.
1942 Manawagonish Rd.
Saint John, NB E2M 5H5
T: 506-672-4422
C, G, U, Z

The State Group Inc.
3206 Orlando Drive
Mississauga, ON L4V 1R5
T: 905-672-2772 F: 905-672-1919
www.stategroup.com
H, J, N, S, T

Traine Construction
500-1708 Dolphin Ave
Kelowna, BC V1Y 9S4
T: 778-484-4949
www.traine.ca
E, M, V

Turner Construction Company
1601-700 West Pender Street
Vancouver, BC V6C 1G8
T: 778-834-5936
www.turnerconstruction.com

VVI Construction
96 Cartier Street
Revelstoke, BC V0E 2S0
T: 250-837-2919 F: 250-837-2919
www.vviconstruction.com
C, J, N, U

Wales McLelland Construction
6211 Fraserwood Place
Richmond, BC V6W 1J2
T: 604-638-1212
www.walesmclelland.com
C, F, H, M, N

Walsh Canada
302-36 York Mills Rd.
Toronto, ON M2P 2E9
T: 416-849-9000 F: 416-849-9100
www.walshgroup.com

Westridge Construction Ltd
435 Henderson Dr.
Regina, SK S4N 5W8
www.westridge.ca