CANADA’S TOP CONTRACTORS
PLOT OUT THE FUTURE
On behalf of Aon, I’m especially proud to sponsor the Top Contractors issue of On-Site this year. Most importantly, I hope that you, your loved-ones and your teams are staying safe and well. While there’s no doubt we will continue to work through challenging times, Canada’s construction industry is well positioned for a strong business recovery and an excellent future. What we do today, and in the coming months, is critical. Our team is here to help you through complex decisions, and to advocate on your behalf.

BEING READY FOR OPPORTUNITIES
Economic downturn and volatility – they were a reality before the COVID-19 pandemic and will continue to be the biggest challenge we face. Despite this, we expect there will be enormous opportunity as a result of economy stimulating infrastructure spending. Careful planning will be the key to capitalizing on these opportunities. Labour shortages and supply chain risks must be factored into your project strategy.

Increased merger and acquisition activity, and the risk of non-payment of receivables are two of the top risks during volatile times. Insightful risk management and risk transfer will allow contractors to improve liquidity and grow your business sustainably.

ADVOCATING FOR THE INDUSTRY
Aon takes pride in our close partnership with industry associations like the Canadian Construction Association (CCA). We maintained our CCA Annual Conference sponsorship this year, and worked closely with the association, the federal government and Export Development Canada (EDC) to provide input on ensuring the construction sector maintains liquidity and has access to necessary bank and surety credit. In addition, we have been advising clients on assessing the impact of this event on their operations, best practices associated with job shutdown, and how to safely operate a construction site in a post-pandemic environment. We will continue to advocate for Canada’s construction industry in tangible and actionable ways above and beyond our core offerings.

LOOKING FORWARD
The future is always uncertain, but with the right contractual terms, operational practices, data, technology and risk finance solutions, we can help you find opportunities for growth. I consider it an honour to partner with an industry that contributes significantly to the financial health of the Canadian economy and our Aon team looks forward to helping your industry remain resilient and innovative for the future. I extend hearty congratulations to this year’s Top Contractors and wish all within the industry our very best for the coming years.

Thank you for the opportunity to work together,

Doug Correa
Executive VP and National Practice Leader, Aon
Canada’s Top Contractors had few free moments to stop for a breather last year as strong growth kept up in nearly all areas of the country. The past six months have shown how quickly the wind can change, but there’s no mistaking 2019 for anything but a strong year for Canadian construction – with a healthy majority of firms among the Top 40 adding to their revenue. Infrastructure funds continued to leave federal coffers and, as has been the case in recent years, expansion in big urban centres fueled strong investment in new commercial and residential developments.

Despite the current uncertainty, the industry remains confident in its ability to work through the pandemic and emerge from it stronger. New health measures are quickly becoming standard procedure on job sites, allowing crews to refocus on the tasks at hand.

I want to thank all of the contractors who were able to take the time during the challenging past few weeks to participate in our annual survey. We could not put together this valuable research without your contributions and insight.

Finally, a note on SNC-Lavalin Inc. For the past several years we’ve included the company in our Top 40, as it took on a range of construction and engineering work. Last summer, however, SNC-Lavalin announced plans to refocus entirely on engineering, cease bidding on new construction projects and run out its project backlog. Unsurprisingly, over the next several years, the company’s construction revenues will decline to zero. To remain focused on contractors, we’ve elected to remove SNC-Lavalin from the Top 40.

DAVID KENNEDY
EDITOR

TOP FIVE COMPANIES UNDER 50 EMPLOYEES

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<th>Rank</th>
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<td>$30,000,000</td>
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Based on written responses to research conducted by On-Site, as well as on publicly available data. Some contractors chose not to participate in this research.
HOLDING THEIR OWN

Coming off strong 2019, contractors dig in and innovate through uncertain times

Crews at the Site C project in northeast B.C. used a pair of custom-built slip forms to build the lining for the dam’s diversion tunnels.

PHOTO: PEACE RIVER HYDRO PARTNERS
From the first of the big iron arriving at the site of a new hospital in Corner Brook, N.L., to continued progress on the elaborate series of earthworks and diversion tunnels at the Site C dam outside Fort St. John, B.C., 2019 was a busy year for Canadian contractors. To complement the coast to coast infrastructure work, the strong economy kept demand up in both the residential and ICI (industrial, commercial and institutional) sectors across much of the country. In December, with cities continuing to quickly expand upward and a number of long-delayed resource projects moving ahead, nearly all signs pointed to 2020 as being another year of healthy growth in construction.

Six months later, it goes almost without saying that COVID-19 has turned all previous forecasts obsolete.

None of Canada’s contractors could have predicted the pandemic that has set the global economy adrift, but in spite of the daunting headwinds, a strong majority of builders are confident they’re well positioned to weather the crisis. Of the more than 100 contractors polled by On-Site – a figure that includes the largest builders in the country – approximately two-thirds say they are adequately prepared to deal with the fallout from the pandemic. Another 15 per cent go a step further, saying they are well prepared. A minority of contractors are less confident, with about 17 per cent of firms feeling they’re on shaky ground as the shockwave from the virus permeates the Canadian economy.

There’s reason for the overarching optimism. The construction industry entered the pandemic in a strong position. A decade of economic growth has kept backlogs at high or even record levels for many of the top firms, and early signs of infrastructure stimulus from provincial governments have helped bolster long-term confidence. With significant uncertainty still lurking ahead, contractors have tempered their expectations for 2020, but most anticipate working through the crisis and many still anticipate growing their business in the coming months.

**Too Early to Tell**

At this stage, the fallout from the pandemic remains difficult to predict. Like other industries, construction will come under pressure, but the impact depends on a long list of factors.

“This is not a recession that was brought on by market conditions, this was a recession brought on by a public health crisis,” says Bill Ferreira, executive director of research organization BuildForce. “There’s a lot of speculation about how quickly we might see a bounce back... but I don’t think anyone has any sort of definitive answers.”

Ferreira anticipates fresh market data will give BuildForce and other forecasters a clearer picture of how the construction industry and wider economy is handling the challenges in the months ahead. The extent of the damage to the wider economy, the effect of physical distancing rules on job site productivity and the scope of possible government stimulus are a few of the key areas to watch.

For now, worker safety remains the top priority for most contractors. The overwhelming majority of firms have enacted physical distancing rules, briefed staff on prevention and implemented enhanced cleaning schedules, according to On-Site polling. More than two-thirds have asked non-essential workers to work from home. Long term, contractors may be able to slim down their on-site workforces in favour of a larger roster of remote staff. Temporary job site closures, both voluntary and mandatory, have been less prevalent, but have proven to be a significant part of response plans. Approximately 55 per cent of the contractors polled say they have temporarily shut at least one job site as a result of the pandemic.

As of May 19, however, when Ontario allowed the remaining segments of its construction industry to reopen, all government-mandated job site closures have been lifted across the country. Work in Ontario remained partially open throughout the crisis, while Quebec forced contractors to halt most construction from April 24 to May 11. All other provinces and territories exempted construction from such blanket restrictions, though most ordered contractors to enact a range of health measures.

With the pandemic entering its third month, these preventive steps have become standard operating procedure on job sites and contractors are turning their focus from response to recovery.

**A Fresh Start**

For construction, the pandemic has been a shock to the system. But some of the forced changes are certain to prove beneficial over the long term. In many cases, the crisis has given contractors a reason to look at adopting new technology, or speed up a migration to a new piece of software that was already underway.

Cloud-based systems are just one example.

There has been a growing trend toward connected devices and shared information ever since tablets first arrived on job sites, but overnight, COVID-19 has made paper-based systems obsolete. The cloud – be it a wide-reaching construction management software, or specialized app for a certain segment of the job – has allowed teams to go virtual with some job site staples, such as a morning safety meeting or the white board in the project trailer.

At the same time the real-time aspect of cloud software lets non-essential staff that have been temporarily moved off-site stay up to date and remain productive at home. Long term, contractors may be able to slim down their on-site workforces in favour of a larger roster of remote staff.

Brad Barth, chief product officer at InEight Inc., expects there’s no going back.

“Even though that this pandemic has maybe forced peoples’ hand to move to
a cloud solution, I think the benefits for which is was originally designed – that ease of collaboration, the central repository of the data that everybody can look at, the real-time access to the information – those are the things that will keep people using it even when things lighten up from a quarantine perspective,” he says.

Barth anticipates the construction industry’s abrupt technology adjustment will also help builders chip away at the industry’s well-known productivity deficit when compared to other industries.

At Quebec-based Canam Group, Elio Perrazzino, the project management manager for Eastern Canada for the company’s buildings division, said collaboration over the cloud has become essential through the pandemic.

Canam is currently building and installing the structural steel shell for a number of new, ecommerce-focused warehouses for Canada’s big grocery chains. In response to blistering demand for online orders, timelines are being accelerated where possible, and Canam is working to keep up. Perrazzino’s team uses several components of Autodesk Construction Cloud, including PlanGrid and BIM 360, as well as Revit – a building information modeling tool – and has found it’s actually been able to turn work around more quickly in the cloud.

“Just this week, I’ve had three clash detection meetings and usually they would last the whole day,” Perrazzino says. “You would get together around a big table… and now it’s done online and it’s done in half an hour.”

The potential efficiencies uncovered by the sudden shift are certain to find their way into the company’s post-pandemic operations.

“Putting things in perspective, it’s going to change a lot of things,” Perrazzino says, noting that he and his team have conventionally spent a lot of time on-site. Going forward, he anticipates his daily drive to the job site becoming something he only needs to do once a week, or once every two weeks.

KICK-STARTING THE ECONOMY

The virus has caused profound disruption throughout construction, but new opportunities will inevitably take root.

Infrastructure is one area already showing promise. Governments in Alberta, Saskatchewan, Manitoba, Quebec and

MAKING ADJUSTMENTS

Like the rest of the country, the fast-moving COVID-19 crisis took contractors by surprise. But just because most builders weren’t anticipating the pandemic doesn’t mean the construction industry wasn’t ready

Nearly 7 in 10 contractors say were they adequately prepared to deal with the pandemic

More than half of Canada’s contractors implemented each of these measures on job sites:

- Temporary job site shutdowns
- Moved non-essential staff off-site
- Enhanced cleaning/sanitation efforts
- Enacted social distancing rules
- Staggered schedules
- Briefed staff on prevention best practices

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TOP CONTRACTORS
Nova Scotia have topped up existing spending plans and stimulus from other provinces seems likely to follow as virus restrictions loosen up coast to coast.

At the federal level, Ottawa has opened up a COVID-19 stream for its 12-year Investing in Canada plan. The move could see up to $3.3 billion spent on infrastructure work tied to the pandemic response, such as health care retrofits or projects like bike paths that promote social distancing. While the several billion in funding was already on federal books, the initiative will let provinces or territories cost-share a wider range of projects with the feds.
Maintaining a healthy project backlog and consistently winning new work is a challenge for all contractors. But having planted its flag at the top of our Top Five Under 50 category for three of the last four years, it’s an attribute the Rosati Group has mastered.

Tony Rosati, co-owner of the Windsor, Ont.-based contractor credits both the company’s strategy and its dedicated staff. “First and foremost, we have a strong team at Rosati that buys into and believes in our system,” Rosati says. “Our team also has great depth. From our in-house design department, in-house legal and real estate, to the estimating department and construction team, we all believe in the strategy.”

The strategy itself isn’t novel – with hitting deadlines, sticking to budget and delivering consistent quality as a few key features. It’s the company’s ability to follow through on it project after project that ensures it stays successful.

Cross-training staff to take on tasks in a range of different departments is one method the company employs. For instance, it asks project managers to assist on large tenders, or on projects they will serve as the PM on. This step gives the team a clear understanding of the costs expected on the job and helps create efficiencies during construction, Rosati says.

The company’s niche centres on industrial and commercial work and 2019 was no exception. Among other projects, Rosati built a 205,000 sq. ft. manufacturing facility in Windsor, delivering it in only nine months. It also took on a retrofit project to clear the way for a new boutique market. Mercato Fresh in nearby Chatham, Ont. covers 14,000 sq. ft.

Currently, like other contractors across Canada, Rosati is stepping up to tackle the COVID-19 crisis. “We are managing our way through it at partial capacity due to the mandatory closing regulations,” Rosati says, noting that it’s working closely with clients to adjust site plans as necessary.

With work getting back on track in Ontario after about six weeks of large-scale shutdowns, the company has developed a set of safety protocols to keep its crews safe on job sites. Among other steps, the process includes stringent sign-in and sanitization procedures. It’s also outfitted each site with a range of PPE when working at close-quarters is required.

Keeping close tabs on how the economy recovers, Rosati says the company will be ready to pivot and expand its bidding into segments of the building market it typically doesn’t play in as necessary.
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

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bulwarkpc.wixsite.com/bulwark
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www.barnard-inc.com

Bel-con Design-Builders Ltd.
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Belleville, ON
K8N 5T7
T: 613-968-6707
www.bel-con.com
C, F, G, H, M, N, O, Y

Benson Steel Ltd.
72 Commercial Road
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www.bensonsteel.com
B, C, H, N, O, Y

Bird Construction
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www.bird.ca

Bj Concrete & Bobcat
1366 Brentwood Court
Kelowna, BC
V1Z 3C2
T: 2507694147
B, J, N, O, Y

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www.bockstael.com
C, F, H, J, M, N, O, V, Y

Broadway Hardwood Flooring Ltd
29-401 Magnetic Drive
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M3J 3H9
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www.broadwayfloors.ca
U, V

Broccolini
16766 Trans-Canada Highway
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T: 514-737-0076
www.broccolini.com
C, N, V

Caruana Interiors and Contracting
9-8 Riel Drive
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T8N 3Z7
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www.caruanainteriors.ca
V

Caliber Projects Ltd.
202-6375 202 Street,
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www.caliberprojects.com
C, E, M, V, Y

CanWest Concrete Cutting & Coring
5025-13 Street SE
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www.canwestconcrete.com
A, B, C, D, E, G, J, M, N, U, V, W

Carubba Interiors and Contracting
CGI Constructors
895 Meyerside Drive
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T: 905-564-6565
www.cgiic.com
C, H, M, N, O

Chandos Construction
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T: 780-436-8617
www.chandos.com
C, F, H, M, N, O, V

CIBS Group
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C, H, M, N, O, V

Clark Builders
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C, E, F, H, J, M, N, O, T, V

Clobracon Construction Inc.
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T: 514-731-0035
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C, E, G, M, O, V, Y

Concord Earthmoving Ltd.
171 Denrich Avenue
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N4G 0H3
T: 905-808-8325
www.concordearthmoving.com

ConDrain Group, The
30 Floral Parkway
Concord, ON
L4K 4R1
T: 905-669-5400
www.condrain.com

Cornerstone Homes
22 Whispering Springs Way
Artesia, AB
T1S 4K4
T: 403-279-9190
https://cornerstonehomes.biz/
H, M, U, V

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

Delnor Construction Ltd.
3609-74 Ave.
Edmonton, AB
T6B 2T7
T: 780-469-1304
www.delnor.ca
C, H, M, N, O, U

DSBG Ltd.
62-70 Great Gulf Drive
Vaughan, ON
L4K 0K7
T: 416-367-3724
www.DSBG.ca
F, H, M, U

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

EBC Inc.
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L’Ancienne-Lorette, QC
G2E 3M3
T: 418-872-0600
www.ebcinc.com

EllisDon
1000-1004 Middlegate Rd.
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L4Y 1M4
T: 905-895-8900
www.ellisdon.com

Evolve Builders Group Inc.
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Guelph, ON
N1H 3V1
T: 519-265-6546
www.evolvebuilders.ca
F, H, M, U

Fillmore Construction
9114 – 34A Avenue
Edmonton, AB
T6W 2M5
T: 780-235-6014
www.fillmoreconstruction.com
C, H, M, N, O, V

Flynn Group of Companies
6435 Northwest Drive
Mississauga, ON
L4V 1K2
T: 905-671-3971
www.flynncompanies.com
C, J, N, O, S

Fortis Construction Group Inc.
3070 Jefferson Blvd.
Windsor, ON
N8T 3G9
T: 519-419-7828
www.fortisgroup.ca
C, H, M, N, O, V

Four Seasons Site Development Ltd.
42 – 1 Wentworth Court
Brampton, ON
L6T 5K6
T: 905-789-0111
www.sitedevelopment.ca
E, W, X, Y

FWS Group of Companies
275 Commerce Drive
Winnipeg, MB
R3J 3N7
T: 204-487-2500
www.fwsgroup.com

Gillam Group
36 Northline Road
Toronto, ON
M4B 3E2
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C, D, E, F, G, H, I, K, M, N, O, V, Y, Z

Glover-Hill Inc.
206 Stanley Street North
Thamesford, ON
NOM 2M0
T: 519-285-3932
www.glover-hill.ca
M, Z
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<th>Address</th>
<th>City, Province</th>
<th>Phone Number</th>
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<td>108 Vine Avenue</td>
<td>Toronto, ON</td>
<td>416-703-5100</td>
<td><a href="http://www.govanbrown.com">www.govanbrown.com</a></td>
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<td>Graham Group Ltd.</td>
<td>10840 27 Street SE</td>
<td>Calgary, AB</td>
<td>403-570-5231</td>
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<td>HK Contracting</td>
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<td>Mississauga, ON</td>
<td>647-292-4622</td>
<td><a href="http://www.hkcontracting.ca">www.hkcontracting.ca</a></td>
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<td>3-81 Zenway Blvd.</td>
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<td>647-494-0150</td>
<td><a href="http://www.jrcertus.com">www.jrcertus.com</a></td>
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<td>Keller Foundations</td>
<td>254 Main Street Unit 1</td>
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<td>Kiewit Canada Group Inc.</td>
<td>200-10333 Southport Rd.</td>
<td>Calgary, AB</td>
<td>403-639-8701</td>
<td><a href="http://www.kiewit.ca">www.kiewit.ca</a></td>
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<td>Kindred Construction Ltd.</td>
<td>308 – 2150 West Broadway</td>
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<td>Ledcor Group of Companies</td>
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<td><a href="http://www.ledcor.com">www.ledcor.com</a></td>
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<td>Leeswood Construction</td>
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<td>807-346-1650</td>
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<td><a href="http://www.maple.ca">www.maple.ca</a></td>
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<td>Marco Group of Companies</td>
<td>78 O’Leary Avenue</td>
<td>St. John’s, NL</td>
<td>709-754-3737</td>
<td><a href="http://www.mar%C3%A7ogroup.ca">www.marçogroup.ca</a></td>
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<td>Newway Group</td>
<td>3750 First Ave.</td>
<td>Burnaby, BC</td>
<td>604-299-3709</td>
<td><a href="http://www.newwayforming.com">www.newwayforming.com</a></td>
</tr>
<tr>
<td>North American Construction Group</td>
<td>26550 Acheson Road</td>
<td>Acheson, AB</td>
<td>780-969-3478</td>
<td><a href="http://www.nacg.ca">www.nacg.ca</a></td>
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<tr>
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<td>23-2861 Sherwood Heights Drive</td>
<td>Oakville, ON</td>
<td>416-689-8851</td>
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<td>Okanagan Insulation Services</td>
<td>530 Beaver Lake Road</td>
<td>Kelowna, BC</td>
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<td>Ontario Cutting &amp; Coring Ltd.</td>
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<td><a href="http://www.ontariocuttingandcoring.com">www.ontariocuttingandcoring.com</a></td>
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- **Gypsum Drywall Interiors Ltd.**
  - Address: 17 South Landing Drive
  - City: Oak Bluff, MB
  - Phone: 204-661-8899
  - Website: gdi.ca

- **HK Contracting**
  - Address: 145 Traders Blvd
  - City: Mississauga, ON
  - Phone: 647-292-4622
  - Website: www.hkcontracting.ca

- **JR Certus Construction Co. Ltd.**
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  - Phone: 647-494-0150
  - Website: www.jrcertus.com

- **Keller Foundations**
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- **Kiewit Canada Group Inc.**
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- **Kindred Construction Ltd.**
  - Address: 308 – 2150 West Broadway
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- **Ledcor Group of Companies**
  - Address: 1200-1067 West Cordova Street
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- **Leeswood Construction**
  - Address: 7200 West Credit Ave.
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  - Phone: 416-309-4482
  - Website: www.leeswood.ca

- **M & D Builders**
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  - Phone: 416-822-2249
  - Website: www.mdbuilders.ca

- **M Builds**
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  - Phone: 807-346-1650
  - Website: www.manshield.com

- **Magil Construction**
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  - Phone: 226-376-2892
  - Website: www.magil.com

- **Maple Reinders Constructors Ltd.**
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  - Phone: 905-821-4844
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