Committed to Protection and Growth

Aon is in the business of better decisions and we are proud of our years of support for the Canadian construction industry.

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On behalf of Aon, we are proud to continue our sponsorship of the Top Contractors issue of On-site for the fifth consecutive year. It has now been more than two full years since the onset of the pandemic and the stress on society and the economy continues. Until recently, the impact on the construction economy has been much less than initially expected, however, we are starting to see the unintended consequences of actions taken beginning to manifest in the construction sector. Actions by governments to support individuals and business throughout the pandemic have wound down, and central bankers are facing pressure to address inflation that has taken hold throughout the world’s economies. Compounding the pandemic-related supply chain issues, we have an energy cost escalation fuelled by a pointless conflict in Ukraine. Businesses and governments are re-examining their supply chains and their sources of energy.

Aon’s Global Construction and Infrastructure Group is the world’s leading risk advisor and broker to the construction and infrastructure industry. Our Canadian practice is here to support the Canadian construction industry at all levels of the marketplace, bringing the best advice and experience for around the world to help you make better decisions.

THE OPPORTUNITY FOR CANADA

Volatility is increasing. The peace dividend of the 1990s may be gone; sound and predictable money may take years to restore; and supply chains will continue to be tested for operational resiliency and political risk. Canada is in an envious position. We have the ethically sourced resources the world needs, supplied from one of the oldest and most stable democracies on the planet. A rebalancing of ESG should lead to greater opportunity for Canadian resource development, including both traditional carbon-based sources of energy as well as clean energy sources. In addition, we have a diversified knowledge-worker economy and the best demographic in the G7 supported through immigration.

Governments are committed to building out our infrastructure, the biggest risk to this continued investment is rising interest rates that could wreak havoc with budgets, similar to what happened in the 1990s. Regardless, investment will be required and prioritized.

PRODUCTIVITY GAINS IN CONSTRUCTION

Construction has historically been a low-productivity industry with gains at a fraction of what is seen in other industries, like manufacturing. Investment continues to grow in technologies that could transform not only the construction industry, but also industries that serve construction, like insurance. These innovative technologies can substantially de-risk construction sites by using the power of the Internet of Things (IoT), reality capture and artificial intelligence (AI). These technologies not only reduce risk; they can significantly improve productivity. Aon has invested in understanding these technologies to help the industry translate these tools to the risk capital and finance communities on your behalf.

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 sustainable growth.

Sincere congratulations to this year’s Top Contractors. On behalf of the 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.

James MacNeal, CEO Global Construction and Infrastructure
Doug Correa, EVP and Specialties Leader Canada

WELCOME LETTER

James MacNeal

Doug Correa
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A healthy year despite uncertainty

Last year will likely be viewed as one of the more unusual ones in the annals of the Canadian construction industry. While some companies reported slightly lower revenues compared to last year’s survey, overall collective construction volume was up, and there were more gains than dips among respondents. Our 2022 survey results also have a few more companies in the billion-dollar club.

Most respondents who shared are forecasting increases in year-over-year volumes in the near-term, which indicates optimism at a time when uncertainty still reigns.

As with 2020, COVID was still a factor, but 2021 was also hit with a mix of rising inflation figures, concerns about availability of labour, and ongoing supply chain issues as well. Of course, it didn’t hurt that governments seemed ready to tackle as many projects as they could set press conferences up to announce, adding to a fairly healthy volume of ICI and residential projects that are at varying stages of progress. And weather-related emergency work in several parts of the country likely helped revenues as well.

As we crossed from 2021 to 2022, fuel prices hit record highs, material prices are a going concern, and there are worries about projects being put on hold, or being cancelled. Despite this, most companies willing to share their 2022 forecasts are eyeing growth in construction volumes.

Once again this year, the team at On-Site would like to thank all of the contracting firms 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.

TOP FIVE COMPANIES
UNDER 50 EMPLOYEES

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<th>Rank</th>
<th>Company</th>
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<td>$65,000,000</td>
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<td>3</td>
<td>Clobracon Construction Inc.</td>
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<td>Rosati Construction</td>
<td>$53,259,508</td>
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<td>Ira McDonald Construction Ltd.</td>
<td>$40,000,000</td>
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The Canadian construction industry had a relatively strong year in 2021, although some segments had better results than others, and challenges seem to be waiting around every corner. As governments put marketing efforts into addressing the shortage of skilled workers and the supply chain wrestled with getting products onto project sites, building continued despite rising prices for both real estate assets and the products used to build them.

Overall, Statistics Canada reported a record year for building construction, with values jumping almost 20 per cent, to $218.2 billion in 2021.

Much of that rise can be attributed to a significant increase in the value of residential real estate, including in the largest segment, the apartment and condo market, which increased some 22 per cent. The non-residential buildings sector was relatively flat last year, falling just shy of one per cent, but institutional builds were a bright spot, spiking upwards by 12 per cent, paced by hospitals, schools and other such projects.

In addition, the total value of spend on infrastructure assets rose by more than $7 billion on the year, reaching $89.7 billion in 2021. Highways and roads led that segment in both spend and growth, while bridges and tunnels were down on the year but were still considerably higher than three and four years ago.

Looking ahead, escalating construction costs, rising inflation and lending rates, and limited workforce availability are raising some concerns about projects on the drawing board in some regions of the country. Stories have emerged about municipalities putting projects on hold or having to re-tender them after bids came in significantly higher than the anticipated budgets. If there’s an emerging theme, it could be that uncertainty seems to be the common factor that most companies, and their clients, are trying to navigate.

"The return of significant inflation after
years of relative stability is having a big impact on our industry,” says Dave Filipechuk, president and CEO of PCL Construction. “Rising inflation creates a volatile marketplace which can result in project losses and subcontractor defaults which negatively impacts the industry as a whole.”

“We have already seen significant cost escalations in the construction industry due to supply chain and materials inflation,” reports Erich Schmidt, manager of innovation and public affairs with the Ontario General Contractors Association. “For non-residential buildings, the year-over-year increase in costs has been 13 per cent in Q1 2022. Many non-residential projects, both public and private, have been deferred or cancelled. And in some cases, that means that projects aren’t coming where they are needed most, like health care, education or food production.”

While challenges remain, participants in On-Site’s 2022 Top Contractors survey are optimistic. The survey of more than 100 construction firms engaged in the Canadian market includes a look at 2021
multitude of needs out there. Demand remains strong with opportunities across most sectors in our industry.”

While demand is there, the people and materials needed may not be as easy to find and secure. The biggest challenges in the construction sector right now, says Anthony Minniti, vice-president of operations at general contracting firm CGI Constructors, are “labour availability and inflation.”

TAKING LABOUR SERIOUSLY
Roughly three-quarters of respondents to this year’s survey have seen their companies increase their efforts to attract new workers, with particular emphasis on appealing to traditionally under-represented groups, and crafting programs to introduce the trades to more women, Indigenous people, newcomers and youth.

“Demand over the past 12 months was particularly high for skilled workers,” says Bill Ferreira, executive director of BuildForce Canada. “Employment grew at a higher rate than the labour force, leading to declining unemployment rates in most provinces and increasing labour market tightness in many markets across the country.”

The overall tightness in the market, combined with an aging construction workforce is making it particularly difficult in the building sector.

“Up to a third of skilled trades in construction are nearing retirement,” says Schmidt. “Reports show that we face a shortfall of more than 100,000 construction workers over the next decade.”

That’s already having an impact on job sites. “Construction staff from the office to the field is in short supply,” states Minniti, adding, “the staff we have are managing day to day inflation pressure.”

“Between 2021 and 2027, approximately 156,000 workers are expected to retire. During this period, the industry is expected to add only 143,000 workers to the industry, creating a gap of some 13,000 workers,” says Ferreira. When combined with anticipated growth in the sector, all indicators would suggest that there will be considerable opportunity for jobseekers for the foreseeable future.

“The construction industry will need to hire nearly 172,000 workers over the next six years to replace retiring workers and keep pace with currently known construction demands,” he says.

As companies work with industry associations to help promote construction-related careers, he says that workforce development needs to be the focus as luring employees away from other companies does little to help the industry as a whole. “With retirements increasing, the latter strategy may solve short-term problems, but only kicks the problem down the road because it does nothing to address the long-term needs of the industry.”

IS THERE LIGHT AT THE END OF THE SUPPLIES TUNNEL?
As much of the construction industry was at work throughout the pandemic, availability and price of supplies became a focal point. With Russia’s invasion of Ukraine in early 2022 impacting fuel prices, creating additional upward pressure on shipping and pushing prices up in all sectors, construction companies are now leaning on some of what they learned navigating Covid-related supply chain challenges to help them navigate these more recent pressures.

“Inflation has hit our industry hard with significant increases to material costs as much of the construction industry was at work throughout the pandemic, availability and price of supplies became a focal point. With Russia’s invasion of Ukraine in early 2022 impacting fuel prices, creating additional upward pressure on shipping and pushing prices up in all sectors, construction companies are now leaning on some of what they learned navigating Covid-related supply chain challenges to help them navigate these more recent pressures.

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including concrete, steel and other important building materials. This means, now more than ever, general contractors need to be really concerned about how they manage their projects and supply chains,” says Schmidt.

“Global supply chain disruptions continue to persist which puts strain on overall project schedules, and also contributes to this more volatile marketplace,” says Filipchuk. “Shortages and price fluctuations have led us to rely more on stockpiling supply rather than just-in-time delivery.”

Stockpiling does bring additional costs, however, as warehousing, insurance and logistics needs all need to be considered. In some cases, he says that alternative products have been considered, often from more local sources, which can mitigate some of the additional costs.

In addition to investigating new product options, his company is also communicating with its clients in ongoing efforts to work together with owners and procurement agencies to avoid surprises and consider the impact that actual inflation may have on project budgets. “This involves identifying inflation risks and creating plans with all project participants to manage the risk in a fair manner,” he says.

Communicating with customers and suppliers is a key point that several companies cited as being critical to a successful outcome.

“Our goal is to have all submittals tracked and submitted in the first one-fifth of every project,” says Minniti. “This allows subtrades and manufacturers to secure materials as soon as possible.”

Looking forward, Ferreira says that supply chain issues are expected to be worked out in a relatively short timeframe, with most supply chain issues expected to be managed by 2023, which will also help reduce some of the pressure currently being felt.

The lingering impacts of the current pressures could provide some net-positive outcomes in the coming years, however. Lessons learned about the sharing of risks, the openness to new products and techniques, as well as the use of technology to be more efficient on job sites, can all be used to help future projects.

For example, Minniti sees the development and use of more pre-manufactured building elements to be a growth opportunity, and Filipchuk expects to see more smart sensors on sites as the Internet of Things (IoT) and Artificial Intelligence (AI) are embraced by the industry.

“A wide range of data can be collected to help our project teams execute our work safely and efficiently,” says Filipchuk. “For example, real-time tracking allows us to reduce our carbon footprint during construction, protect buildings and critical systems against water damage during construction, and turn raw data from building automation and mechanical systems into actionable insights to improve commissioning and building management.”

His company has also been using “Spot” a robotic dog that uses cameras and AI to collect data and track progress. “AI can potentially lead to safer sites and help with labour shortage where applicable.”

Even heavy machinery is getting a tech make-over, as remotely operated equipment is quickly becoming a reality, and virtual spaces are making it possible to connect with almost anyone at any time, from anywhere, to keep projects on pace.

“The use of real-time cameras to review site conditions will drastically change the way we work in the coming years,” says Minniti. “Work from anywhere, with more staff working from various locations, the need to have stable infrastructure to connect engineers, architects, contractors and owners will be at the forefront of collaboration this year.”
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   www.caliberprojects.com

2. ORION CONSTRUCTION
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   2021 Revenue: $65,000,000
   www.orionconstruction.ca

3. CLOBRACON CONSTRUCTION INC.
   Headquarters: St-Laurent, Que.
   2021 Revenue: $63,000,000
   www.clobracon.com

4. ROSATI CONSTRUCTION
   Headquarters: Windsor, Ont.
   2021 Revenue: $53,259,508
   www.rosatigroup.com

5. IRA MCDONALD CONSTRUCTION LTD.
   Headquarters: Hamilton, Ont.
   2021 Revenue: $40,000,000
   www.iramcdonald.com

BUILDING PEOPLE: CALIBER’S X-FACTOR

BY ADAM FREILL

“People are our x-factor,” says Jerry Pol, business development manager at Caliber Projects during a discussion about the traits, values and culture that landed his company in the top spot on On-Site’s Top 5 Companies with Under 50 Employees for a second straight year.

Compiled as part of On-Site’s Top Contractors in Canada special feature, the list gives due to the small to medium-sized companies who are, as Pol likes to put it, “crushing it” on their projects.

For Caliber Projects, its focus is primarily on mixed-use, multi-family and master-planned communities in B.C.’s Fraser Valley region. “We are building various multi-building six-storey projects, constructed out of concrete and wood-frame,” explains Pol. “as well as pure concrete mid-rises – we like to call them towers, but they are eight to 10 storeys. And there is concrete high-rise on the horizon.”

With the company crossing the 50-employee threshold in early 2022, it will not be present on the list for a third consecutive year next year, but Pol and the company’s chief financial officer, Zack Staples, are not as concerned about rankings as they are about the company’s projects and the people they work with – both their clients and their employees.

“What makes us different is how Caliber engages its employees in all aspects of the employee-employer relationship,” says Staples.

“We want to be awesome, and that means being huge in living out our culture, but we don’t want to be a giant, 250-person company,” explains Pol. “We are trying to stay in what we call the sweet spot of production.”

Staying in that spot and being open with its team about the company and its goals, has allowed Caliber to foster a spirit of communication and comradery that has facilitated the considerable growth in project volumes over the past year, say the pair. And that growth trend is expected to continue as the next sets of large projects come into range between now and 2024.

“We believe that our people are the best in the business,” says Pol, explaining that the leadership team calls the members of its project teams their A-Players. “There’s profit and efficiency opportunities that we will be able to capitalize on because of the nature of the people that we have working at Caliber Projects.”

Providing the tools that set Caliber’s A-Players up for success, says Staples, starts with strong communication channels.

“We have a standard communication rhythm, starting with daily huddles within the small teams, and weekly touch points to meet with departments,” he says. “All meetings include a relational element.”

The weekly meetings are where participants celebrate any wins or successes...
and share good news about the company, as well as about their employees and their families. “That’s a really important part of our culture,” he explains.

The meetings also provide opportunities for the company to be nimble by soliciting feedback from staff who are on their jobsites every day.

“Feedback loops are an important part of a small organization like Caliber,” says Staples. “One of the advantages of being small is the ability to pivot quite quickly, but if you want to act quickly, you need to have strong feedback loops that allow you to do so.”

“People support what they help create,” explains Pol. “One of our core values is ‘Own it!’ People will own it if you involve them.”

Involvement is not just for the team at Caliber. It also extends to the company’s customers as well.

“No different from how we engage with our employees, it has to work in the other direction as well, with our clients, the owners or developers,” explains Staples.

“Heavy engagement and frequent communication is necessary. We have large, complex projects that we are supporting, and our clients are depending on us to execute these projects with as few surprises as possible, in a dynamic environment rife with change. The only way to combat the uncertainty is to have frequent conversations with key stakeholders.”

The ability to have those kinds of conversations also stems from Caliber’s process of selecting which projects to take on and which developers to work with in any given year. The company holds quarterly and annual strategy meetings with wide representation from its team where upcoming opportunities are presented and discussed in detail before the next targets are set.

“High involvement in strategic planning; that’s an awesome part of how Caliber makes decisions that affects the greater company and the employees,” says Staples. “We each have the opportunity to express feedback, and collectively we make a decision about what we are going to do. It’s really a collaborative effort.”

By encouraging different perspectives, and the desire to “own it,” Caliber Projects is empowering their people since, as Staples explains, “ultimately the success or failure of these plans lies in the hands of those doing the work.”

“Our goals might look different than other companies. We prioritize work-life balance. Go home on time as much as possible. Hang out with your kids. Have your family become part of the Caliber family. It’s about culture and being a great place to work,” says Pol. “Our People have been our x-factor through a pandemic, through accelerated inflation and supply chain shortages; it’s all about our A-Players and their families. We love building people and the processes that allow them to succeed.”

Adds Staples, “There’s lots to celebrate. We’ve got something very special, and we want to ensure that our attention is in the right place, and it all comes back to the men and women who continue to push Caliber onwards and upwards.”

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

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www.flynncompanies.com
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T: 514-494-0150
www.gillamgroup.com
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Govan Brown
108 Vine Ave
Toronto, ON
M6P 1V7
T: 416-703-5100
www.govanbrown.com
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Graham Construction
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T2Z 3R6
T: 403-570-5231
www.grahambuilds.com

Grascan Construction Ltd
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www.grascan.com
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Ira McDonald Construction Ltd.
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Hamilton, ON
L8P 4M3
T: 905-297-4653
www.iramcdonald.com
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JR Certus Construction Co. Ltd.
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Vaughan, ON
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www.jrcertus.com
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Kamloops, BC
V2C 2C1
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https://julconstruction.com
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Keller Foundations Ltd
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www.keller-na.com
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M & D Builders
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Maple Reinders
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www.marcogroup.ca
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www.metricgroup.ca
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T2C 5A6
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www.professionalexcavators.com
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Lachine, QC
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www.relianceconstruction.com
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T: 780-454-8167
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SG Constructors
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T: 647-207-6494
www.sgconstructors.ca
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T: 204-594-1132
https://sigfusson.ca

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Ashburn, ON
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www.southwestdesignandconstruction.com
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Laval, QC
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V0B 2G0
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www.transcendentmining.com
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www.trotterandmorton.com
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V6C 1G8
T: 604-273-3885
www.turnerconstruction.com

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V6X 1N4
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www.urbanonebuilders.com
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N0B 2K0
T: 519-856-2000
www.vixman.com
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Do you purchase and/or approve the purchase of construction products or services? [ ] Yes [ ] No

If Yes, please indicate which products
- Earth moving equipment
- Compact Equipment
- Safety Equipment
- Paving Equipment
- Dump Trucks
- Used Equipment
- Pick-Up Trucks
- Trailers
- Generators
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What is the approximate number of employees at this location?

Are you a contractor who works with concrete related products and services? [ ] Yes [ ] No

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