



BUILDING A GREATER OTTAWA

**GENERAL CONTRACTORS ASSOCIATION OF OTTAWA
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA**

2021 – SEMI-ANNUAL UPDATE

**September 17, 2021
Ottawa, ON**

www.gcaottawa.com



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SEMI-ANNUAL REPORT

General Contractors Association of Ottawa (GCAO)
Semi-Annual General Meeting (SAGM) & Golf Tournament
Friday, September 17, 2021
eQuinelle Golf Club (140 Equinelle Dr. Kemptville, ON)





2021 BOARD OF DIRECTORS

- President
/Treasurer: Mr. Alessandro Guarna – McDonald Brothers Construction Inc.
262 Westbrook Road, Ottawa, Ontario, K0A 1L0
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- Past-President: Mr. Shawn Berube – HEIN
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Tel: 613.831.2335 / Email: sberube@gcaottawa.com
- 1st Vice-President: Mr. Matthew Swann – Brawn Construction Ltd.
130 Terence Matthews Crescent, Unit G2, Kanata, Ontario, K2M 0J1
Tel: 613.229.9043 / Email: mswann@gcaottawa.com
- 2nd Vice-President/
Secretary: Mr. Douglas Drevniok – Frecon Construction Ltd.
1235 S Russell Road, Russell, Ontario, K4A 3N6
Tel: 613.445.2944 / Email: ddrevniok@gcaottawa.com
- Director: Mr. Jordan Latimer – PCL Constructors Canada Inc.
49 Auriga Drive, Ottawa, Ontario, K2E 8A1
Tel: 613.225.6130 / Email: jlatimer@gcaottawa.com
- Director: Mr. Jarret Brown – M. Sullivan & Sons Ltd.
236 Madawaska Blvd, Arnprior, Ontario, K7S 0A3
Tel: 613.623.6584 / Email: jbrown@gcaottawa.com
- Director: Mr. Chris Markell – Bourgon Construction
3306 Second St. East, Cornwall, Ontario, K6H 6J8
Tel: 613.932.2022 / Email: cmarkell@gcaottawa.com
- Director: Mr. Daniel Carley – Dolyn Construction Ltd.
1 – 888 Lady Ellen Place, Ottawa, Ontario, K1Z 5L5
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LIAISON CONTACTS

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CCA Liaison: Alessandro Guarna
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OCA Tendering Practices Committee Liaison: Alessandro Guarna
613.831.6223
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PRESIDENT'S MESSAGE – by Alessandro Guarna

On behalf of the Board, I would like to thank everyone who has come to join us at the Annual Golf Tournament this year. It is projected to be one of the best turnouts we've had in a number of years, and I take it as a sign that our members are either very excited to leave the COVID era behind us or, what is probably more likely, we are all ready to show off how improved our golf games are as a result of the pandemic.

Operationally, we've had a very tumultuous year so far in terms of tendering with some notable advancements on many fronts which I am happy to share with our members here.

I would like to wish everyone a fantastic rest of the year, happy bidding and cheers to another great game of golf.



TREASURER'S UPDATE

The Association continues to be affected by the COVID-19 pandemic. While membership and other revenues has remained relatively consistent from last year, our ability to host our typical roster of events such as our AGM or Cocktail Party due to the pandemic and the departure of our Executive Director last year have resulted in significant reduction in expenses.

After accounting for our golf tournament expenses, we are expecting a surplus of approximately \$18,000, which would bring our Member's Equity to \$131,220 at the end of 2021.

We are hopeful that with the return of in person events and the arrival of a new executive director we be in a strong financial position to return to a more typical operating budget by next year.



General Contractors Association of Ottawa

August 2021 - Budget Comparison

	Actual 2019	Actual 2020	Actual 2021	Budget 2021
Revenue				
Membership Dues	\$ 28,350.00	\$ 27,300.00	\$ 27,300.00	\$ 28,350.00
Membership Social Activities	\$ 5,180.00	\$ 7,560.00	\$ 8,100.00	\$ 7,500.00
<i>Other Income</i>				
Website advertising	\$ 750.00	\$ 750.00	\$ 1,500.00	\$ 750.00
Interest Income	\$ 824.09	\$ 415.47	\$ 4.69	\$ 425.00
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 35,104.09	\$ 36,025.47	\$ 36,904.69	\$ 37,025.00
Expenses				
<i>Operational Expenses</i>				
Executive Director	\$ 9,741.69	\$ 8,141.69	\$ -	\$ 10,000.00
Association Coordinator	\$ -	\$ -	\$ -	\$ -
Meetings (All Members, Directors)	\$ 615.80	\$ 376.80	\$ -	\$ 500.00
AGM	\$ 2,833.06	\$ 1,883.86	\$ -	\$ 500.00
Cocktail Party (50th Anniversary)	\$ 5,098.39	\$ 1,098.00	\$ -	\$ -
Golf Tournament	\$ 7,073.08	\$ 6,738.08	\$ 1,649.97	\$ 7,500.00
GCAO Awards	\$ 983.95	\$ 143.00	\$ 1,070.95	\$ 1,000.00
<i>Administrative Expenses</i>				
Web Site Service	\$ 892.70	\$ 1,119.13	\$ 1,106.91	\$ 2,000.00
Advertising and Promotion	\$ 1,136.10	\$ 1,013.14	\$ 3,674.08	\$ 5,000.00
Insurance	\$ 918.00	\$ 918.00	\$ 1,080.00	\$ 918.00
Accounting and Legal (Consultant)	\$ 4,768.56	\$ -	\$ 637.81	\$ 5,000.00
Office Supplies	\$ 25.00	\$ -	\$ 176.97	\$ 100.00
Printing and Reproduction	\$ 412.64	\$ -	\$ 900.12	\$ 400.00
Courier and Postage	\$ 27.00	\$ -	\$ 1,017.00	\$ 50.00
Bank Charges	\$ 66.50	\$ 77.64	\$ 54.43	\$ 100.00
Total Expenses	\$ 34,592.47	\$ 21,509.34	\$ 11,368.24	\$ 33,068.00
Excess Revenue over Expenses	\$ 511.62	\$ 14,516.13	\$ 25,536.45	\$ 3,957.00
Member's Equity - Beginning of Period	\$ 98,199.03	\$ 98,710.65	\$ 113,226.78	\$ 113,226.78
Member's Equity - End of Period	\$ 98,710.65	\$ 113,226.78	\$ 138,763.23	\$ 117,183.78



TENDERING PRACTICES REPORT – By Alessandro Guarna

The GCAO Tendering Practices Committee continues to promote adherence to approved industry standards and fair and equitable practices in competitive tendering and contract administration.

As the pandemic continues to play its course, we've seen some significant issues crop up in tendering that continues to frustrate our members and imbalance the risks towards General Contractors in favour of Project Owners and Consultants.

We remind our members to speak up when encountering unfair, unacceptable, or even unenforceable clauses. Together our collective voices are stronger as evidenced by the successes noted below.

1. FrancoACHATS / French Catholic, French Public School Boards (among others)

At the beginning of the year, a member firm brought to the Board's attention a recent amendment to the CCDC-2 Supplementary Conditions for lump sum tenders by the French Public School Board. They reduce the allowable markups for change orders on subtrade work to 3% which is far below the industry standard. In addition, all overhead and profit shall be deemed to include all costs (supervision, coordination, bonding, insurance, taxes, hoisting, clean-up, office admin, small tools, as-builts, estimating costs, etc...).

The GCAO together with the OCA has held several meetings with the procurement manager at FrancoACHATS. They are the new contracting authority who have been advising and preparing standard contract documents and contract language for the French School Boards in the area.

While we were successful in bringing the markup percentage up to 5% on subtrade work, there was pushback on bringing the allowable markups any higher while at the same time getting no movement on the included costs.

Since FrancoACHATS represents School Boards across the Province and not just Ottawa, our initial feelings are that there are perhaps regional differences not being considered here since these markups are uncommonly low in the Ottawa area (tied for worst with BGIS). Our next course of action if no further movement can be made with FrancoACHATS will be to push back on specific local School Boards and their upcoming tenders. If necessary, we will recommend to membership to qualify their bids or even not to bid projects with unacceptably low markups to make a statement that the industry will not tolerate losing money on extra work, especially when drawings are increasingly of poor quality.

2. BGIS - Review of Procurement Practices

In reviewing allowable Change Order markups, and contract language with the OCA as part of the Coalition on Change Order Markups (see next section for more details), it was noted that BGIS was one of the worst offenders for low markups (despite managing work for the Federal Government which allows for the BEST markups).

As their procurement team have recently changed players it was decided that the time is right to open a discussion with this group to help provide some important industry feedback on the issues being faced in the industry, especially with recent developments.

A meeting has been scheduled for late September.



3. The Ottawa Hospital – Several Issues

Several member firms brought forth complaints regarding recent tendering issues at the Ottawa Hospital (TOH) including: tenders being awarded with very long timelines (90+ days), not releasing tender results, no feedback on submissions (price, disqualifications, etc...), retendering projects without notice, and awarding projects without notice to other bidders.

The members took it upon themselves to complain to the owner and it appears that their initial discussions were successful in making improvements.

If members continue to experience frustrations with this client, they are encouraged to reach out to the GCAO again to set up a formal meeting.

4. Tender Validity Periods – General

Despite continuing efforts to educate project owners and their consultants on the price volatility and shortage of materials, many are continuing to push for bid validity periods in excess of 30 days.

The GCAO has prepared a position paper on this including a fairly comprehensive list of price increase notices which we continue to update as time goes on.

Members are encouraged to bring up this important issue during the tendering question periods and to share our position on this. If no positive response is received, then members should forward this along to us so we can pursue it as well.

We continue to hear stories of subtrades and suppliers offering no validity to their quoted prices and so members are cautioned not to allow owners to push this significant risk onto the GCs during this hectic time.

6. Mandatory Vaccinations on Construction Sites – General

One item that has been gaining traction in late August has been Project Owners implementing a mandatory vaccination policy for contractors and subcontractors working on their property. While we have seen 3 major buyers (Ottawa University, Carleton University, The Ottawa Hospital) implement this to date, we are expecting similar policies to be developed in short order for most major buyers in the area.

While the Association and its members are steadfast in their commitment of vaccinations as a key part of the road map out of this pandemic – issues do arise from these new policies. Some workers may not wish to get vaccinated for a variety of reasons and changing the terms of an existing contract to add these clauses may result in issues with availability of vaccinated staff to complete work (both for GCs and/or their subtrades). Project delays and appropriate compensation may be a consequence of implementing these new conditions.

Reasonable accommodations may also be required to be offered to employees who are not vaccinated as dismissals may trigger claims from employees.



OTTAWA CONSTRUCTION ASSOCIATION (OCA) TENDERING PRACTICES COMMITTEE LIAISON REPORT – by Alessandro Guarna

Over the last year our Association has continued to work very closely with the Ottawa Construction Association (OCA) by meeting regularly to discuss broader issues in procurement, new trends in tendering practices, meeting with larger procurement authorities and building new relationships and improving project success for all stakeholders in the industry.

This year our two associations have continued to achieve successes in working together to tackle major items in dealing with the challenges faced by the COVID-19 pandemic. We greatly appreciate the assistance the OCA provides to our association and thank them for their support.

Roundtable discussions on price escalations and material shortages

The OCA continued to host roundtable discussions with industry partners on price escalations and material shortages this year.

Among other topics that were discussed included:

- supply chain challenges (especially steel)
- material cost escalations
- health and safety concerns / different requirements across different job sites
- availability of manpower
- project owners and their acceptance of COVID related claims

One notable success was the acknowledgment by PSPC of the additional expenses incurred by Contractors which were directly related to the pandemic and the development of a framework for reimbursing some of these expenses.

Coalition on change order mark-ups

Spawning from the discussions with FrancoACHATS (see above) the OCA developed a Summary of Major Public Buyers in Ottawa relating to change order markups (and the allowable items included). It was quickly noted that there has been a salient trend for some major buyers to attempt to reduce allowable markups and restrict the allowable costs to be included in change orders in what appears to be a concerted effort to reduce the costs of extras from a Project Owner perspective.

The OCA held an open discussion on the topic, and it was no surprise that this trend continues to negatively impact the industry as a whole. In their haste to bring an increasing number of projects to tender faster, drawing packages are being released at earlier stages of completion, resulting in a greater number (and cost) of change orders. And to deal with this increased cost, the solution from the Project Owners is to reduce the allowable markups to Contractors. In essence, we are all being expected to do more for less.

It was also noted that with the release of the new CCDC-2 2020 contracts, many contracting authorities are taking the opportunity to review their supplemental conditions and the concern is that allowable markups will continue to be affected negatively.



As a result of the discussions, the OCA together with the GCAO and other trade organizations agreed to form a “Coalition” to address the issues regarding unfair markups with various buyers of Construction in the Ottawa area.

Noting that BGIS was at the bottom of the “Major Public Buyers” list regarding allowable change order markups a meeting was requested with their procurement team to discuss this issue as well as open a discussion on the other Covid related concerns discussed above. The meeting is scheduled to take place in late September.

Security clearances – Industrial Security Sector (ISS)

At the beginning of July, the Canadian Industrial Security Directorate (CISD) recently announced major changes to their security screening process. The objectives were to improve timelines to get clearances and reduce the number of unnecessary applications which were just bogging down the system for others who truly require it.

It was noted that there was no consultation with industry, and in fact, little consultation with their own procurement departments and so as a result there were a number of unintended consequences which arose from these new changes that were considered by most to be quite detrimental to the entire clearance process.

Some of the more offending items included requiring a contractor to have an active contract with clearance requirements before clearing any of their personnel, terminating clearances for workers and organizations who did not have an active project with clearance requirements (the cost and administrative burden of which would obviously fall to the contractors and away from the CISD). Essentially the system would prioritize organizations who consistently perform security related work to the detriment of everyone else, and potentially cause large delays in starting construction work while waiting for organizations to constantly be re-applying for their clearances before beginning work. The trade unions also expressed great frustration at these changes as they normally provide this process for their members as an important service in having a steady roster of cleared workers available for contractors to immediately draw upon.

The OCA initiated a meeting with various stakeholders including the GCAO and CCA and were able to broker a conversation with the Director General of the Industrial Security Sector and bring these concerns forward.

Currently, the CISD have pushed back their date of implementation and broken out their implementation of these new rules in phases to allow for further consultations with industry and their partners.

City of Ottawa

The GCAO once again participated in the quarterly meetings held jointly between the City and the OCA. Items of note included the following:

1. Change Order Maximum Markups

The City of Ottawa currently adopts a maximum change order markup policy when multiple subtrades are involved – they must all share a 20% maximum markup cap. This item has been



under review for several years now.

In connection with our Coalition on Change Order Markups, and our efforts to lobby large procurement bodies to make markups fair and reasonable, we once again presented our series of arguments regarding this punitive clause and what happens in real-world scenarios when markups are capped.

The City were receptive in understanding our concerns, and have committed to reviewing it once again. It has been added as a discussion item for future meetings to ensure it is resolved in a timely manner.

2. Impact of COVID-19 on adopting a Health and Safety Management System (like COR)

At the beginning of the 2020, the City sent out a letter to industry regarding the timelines for the adoption of a Health and Safety Management System (COR or equivalent) by a General Contractor to be eligible to bid on their projects. This was keeping in line with what other major cities in the Country were adopting.

The GCAO has been lobbying the City to delay these requirements on account of the COVID-19 pandemic and a GC's ability to undertake the training and perform the internal and external audits required while managing the continuity of their business and especially during Province wide shutdowns as was experienced in March/April.

To date, the City have decided not to increase the timelines.



MEMBERSHIP REPORT – by Shawn Berube

Since the start of our 2021 year, we have added 1 new member so far. We would like to welcome **Xpertek Construction** and thank them for trusting the Association to support them moving forward. We have lost 2 firms this year as Site Cast and Premiere Construction are no longer members of the GCAO. Our Association currently consists of 52 membership firms.

As member firms, we ask that you continue to be diligent in contacting the association when new general contractors associated with the ICI sector are seen working in our local area or are bidding on local works. On requests put forth by the Association members, the board will approach the general contracting companies that are active in the Ottawa and surrounding areas on the benefits that accompany membership to the GCAO. The more diverse our membership can remain, the greater our impact can be felt in the industry.

With 52 members representing all general contractors in the Ottawa area, both large and small, the GCAO can speak with authority when addressing tendering practices, and when voicing our concerns with, design consultants, project management firms, other associations and most importantly, tendering authorities.

MEMBERS' REFERENCE MATERIAL



**GENERAL CONTRACTORS ASSOCIATION OF OTTAWA
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA**

"Building a Greater Ottawa"

9 Antares Dr., Ottawa, Ontario, K2E 7V5

www.gcaottawa.com

May 1, 2021

RE: GCAO position on tender awards due to price volatility and supply chain issues

To whom it may concern,

The purpose of this letter is to provide awareness to the buyers of construction of the recent volatility in construction material supply chains in an effort to guide procurement authorities in delivering better tendering outcomes.

One of the results of the COVID-19 pandemic has been to create a certain element of chaos within the global supply chain. This has had a drastic effect on the price of construction materials across most sectors. Manufacturing plants, wholesale and retail suppliers, direct trades and subtrades have all faced closures, unpredictable manpower issues and significantly reduced productivity. Construction trades at all levels have been subject to extremely volatile price escalations and shortages in material supply and unpredictable lead times. To illustrate what has become common place over the last few months, the Association has seen multiple price increases of over 10% at a time for what are considered basic building materials (wood and steel for example). To make matters worse, quotes from suppliers or trades will often be valid for only a handful of days, or in some cases not at all (trades defaulting on their quoted prices).

While the Association continues to look for ways to mitigate these risks for our members and to provide cost certainty to project owners, the overwhelming feedback from the industry has been that one of the most effective solutions is to have procurement authorities **reduce the tendering award period to 15 days (or 30 days where 15 days is not possible)**. This enables the successful proponent to begin firming up quotes with suppliers and trades before cost escalations take place. It also accelerates the process of material procurement to start as early as possible to maintain a project's schedule. Finally, this allows the subtrades to finalize pricing with their suppliers sooner which in turn, mitigates the risk of subtrade failure or default.

Project owners who have successfully reduced their tendering award periods have noted an increase in interest from bidders, as well as a decrease in lump sum tender prices from increased competition and fewer contingencies intended to deal with cost uncertainty and supplier/subtrade risk and therefore overall project risk. In fact, our Members will quickly attest to the improved outcomes for both parties by reducing the award period.

The market outlook remains very strong for the Construction sector as infrastructure has been identified as a “kickstart” for bringing the economy back to pre-COVID levels. By improving your procurement processes to be as conducive as possible in this volatile environment, you are improving tendering outcomes and ensuring overall project success.

Please contact the Association if you wish to discuss this position further.

Best regards,

A handwritten signature in blue ink, appearing to read 'Alessandro Guarna', with a long horizontal flourish extending to the right.

Alessandro Guarna, CPA, CA
President, Treasurer
General Contractors Association of Ottawa (GCAO)

cc. Matthew Swann, 1st Vice President, GCAO, Tendering Practices Chair
cc. John DeVries, President, OCA



**GENERAL CONTRACTORS ASSOCIATION OF OTTAWA
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA**

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9 Antares Dr., Ottawa, Ontario, K2E 7V5

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June 1, 2021

RE: GCAO position on the release of un-official tender results

To whom it may concern,

The purpose of this letter is to provide awareness to the buyers of construction and their procurement authorities of the importance of releasing tender results in a timely fashion to bidders to facilitate better tendering outcomes.

With the emergence of the COVID-19 pandemic, many procurement teams have risen to the challenge of quickly redeveloping their tendering processes to deliver these services in a digital format for staff who are now working from home. Most of these changes have been a welcome improvement by bidders who are now able to submit tender forms online without relinquishing an internal staff member to attend a physical drop-off and/or risking making a mistake in transposing critical price information. That said, it has been noticed that a very important element of the tendering process, namely the timely release of tender results, has been somewhat neglected in this changeover, with many procurement authorities either forgetting to release results to all bidders, taking too long to release results, or simply choosing to ignore this practice.

While the timely release of tender results has always been a crucial element for bidders, this information has become more critical in an increasingly uncertain and volatile construction market. Many General Contractors are being invited to bid multiple jobs per week, and the allocation of internal resources for upcoming work is often dependant on having these results in a timely fashion. Further, this information helps bidders in understanding how competitive their bids are in order to make changes and improve their future bids, which again is vitally important when closing multiple bids in quick succession.

The GCAO has always championed the timely release of un-official tender results as a cornerstone of open-ness, fairness and transparency for public and private buyers of construction and is indeed seen as an industry best-practice. Project owners who consistently release tender results are seen as trusted and impartial buyers of construction which typically generates an increase in interest and more competitive pricing from bidders. In fact, our Members will quickly attest to the improved outcomes for both parties in releasing tender results.

As the market outlook remains very strong for the Construction sector for the foreseeable future, the GCAO would request that all buyers of construction implement a policy of delivering

un-official tender results to all bidders as soon as possible after the close of a tender, but no later than a week thereafter.

Please contact the Association if you wish to discuss this position further.

Best regards,

A handwritten signature in blue ink, appearing to read 'Alessandro Guarna', with a long horizontal flourish extending to the right.

Alessandro Guarna, CPA, CA
President, Treasurer
General Contractors Association of Ottawa (GCAO)

cc. Matthew Swann, 1st Vice President, GCAO, Tendering Practices Chair
cc. John DeVries, President, OCA



Current Membership List

GCAO MEMBERSHIP LIST APRIL 2021

	Company	Contact	Contact Email	Telephone	Facsimile
1	Argue Construction	Shawn Argue	shawn@argueconstruction.ca	613-831-7044	613-831-6344
2	ARK Construction Ltd.	Anthony Nicolini	anthony@arkconstruction.ca	613-224-6200	613-224-6292
3	Bassi Construction & Masonry Ltd.	John Bassi	office@bassi.ca	613-822-6767	613-822-6777
4	BBS Construction (Ontario) Ltd.	Scott Bosman	scott@bbsconstruction.ca	613-226-8830	613-226-7709
5	Beaudoin Construction	Denis Stocker	ds@beaudoincanada.com	819-595-1967	819-595-3381
6	Bourgon Construction	Chris Markell	cmarkell@rjbougon.com	613-932-2022	613-938-1910
7	Bradford Construction	Mike Nolan	michael.nolan@bradfordconstruction.ca	613-726-1157	613-726-0844
8	Brawn Construction	Matthew Swann	mswann@brawnconstruction.ca	613-402-0044	
9	Broccolini Construction (Ottawa) Inc.	Patrick Blundon	p.blundon@broccolini.com	613-244-0076	613-244-2028
10	CAMA Construction	Alain Gervais	admin@cama-industries.com	819-778-2828	819-778-3618
11	C&L Construction	Aurel Levesque	aurel@clconstructionottawa.com	613-746-5460	643-741-9649
12	DeMarco Construction	Mike Love	mike@demarcoconstruction.ca	613-836-2777	613-836-0777
13	Dolyn Developments Inc.	Doug Burnside	doug@dolyn.com	613-224-7268	613-723-1146
14	Doran Contractors Limited	Wayne Jennings	estimating@doran.ca	613-526-2400	613-526-2880
15	Ed Brunet & Associates Ltee	Jim Wilson	jwilson@edbrunet.com	819-777-3877	819-777-8049
16	EllisDon Corporation	Steve Smith	ssmith@ellisdon.com	613-565-2680	613-565-9267
17	Enstone Construction Inc.	Jeff Saunders	jeffs@enstoneconstruction.com	613-256-1840	613-256-9576
18	Frecon Construction Ltd.	Dean Drevniok	d.drevniok@frecon.ca	613-445-2944	613-445-3652
19	Fred Trottier Construction Ltd.	Michel Whissell	michel@trottier.ca	613-745-8688	613-745-9647
20	G.R. Brune Inc.	Herbert Brune	grbrune@sympatico.ca	613-226-1867	613-226-3384
21	Graebeck Construction Ltd.	Hubie Splinter	hubie@graebeck.com	613-591-9100	613-591-9109
22	HEIN	Shawn Berube	sberube@hein.ca	613-831-2335	613-831-8779
23	Jumec Construction Inc.	Yves Beaudoin	yves@jumec.ca	613-721-1145	613-721-9556
24	Krista Construction Ltd.	Geoff Lauzon	geoff@kristaconstruction.com	613-745-5524	613-745-6120
25	Laplante Builders Ltd.	Carole Laplante	carolelaplante@on.aibn.com	613-830-7790	613-830-2710
26	Laurin & Co. General Contractor	Dennis Laurin	dennis.laurin@laurin.ca	613-723-3093	613-723-7496
27	M. Sullivan & Son Ltd.	Tim Pruner	tpruner@sullivan.ca	613-623-6584	613-623-8768
28	M.B. Ford Construction Ltd.	Chris Vaughan	chris@mbford.ca	613-742-8338	613-742-5863
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GENERAL CONTRACTORS ASSOCIATION OF OTTAWA
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA

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33	Michanie Construction Inc.	Jacques Brunet	president@michanie.com	613-737-7717	613-737-6699
34	Morley Hoppner Limited	Brian Morley	bdmorley@morleyhoppner.com	613-831-5490	613-831-0067
35	Nicolini Construction Limited	Michael Nicolini	michael@nicolini.ca	613-745-0006	613-745-8320
36	PCL Constructors Canada Inc.	Jordan Latimer	jmlatimer@pcl.com	613-225-6130	613-225-6176
37	PCS General Contractors	Tony Pascoal	tpascoal@pcsgc.ca	613-836-1183	613-836-9736
38	Pomerleau Inc.	Patrick Hebert	patrick.hebert@pomerleau.ca	613-244-4323	613-244-4327
39	Robert Construction Ltd.	Lee Harrington	leeh@robertconstruction.ca	613-745-0328	613-745-6128
40	Rojo Construction Management Inc.	Nicholas Rooney	nrooney@rojoconstruction.com	613-821-4193	613-821-4163
41	Ron Eastern Construction Ltd.	Bruce Thomas	bthomas@recl.ca	613-225-3640	613-225-6737
42	Ross and Anglin Ltd.	Glenn Kavanagh	glenn.kavanagh@rossanglin.ca	613-746-4220	613-747-4881
43	Taplen Commercial Construction Inc.	Michael Assal	massal@taplenconstruction.com	613-521-2550	613-521-8945
44	Terlin Construction Ltd.	Terry McLaughlin	terry@terlin.ca	613-821-0768	613-821-0838
45	The FIA Group	David Pimental	david@fiagroup.ca	613-830-7766	613-841-2609
46	Thomas Fuller Construction Ltd.	Sam & Leigh Fuller	sam@fuller.ca / leigh@fuller.ca	613-820-6000	613-829-7296
47	TOFCON Construction Inc.	Jim Tsarouhas	jimt@tofcon.ca	613-224-3714	613-224-3630
48	VCL Construction	Mark Dalton	mdalton@vclconstruction.com	613-592-1114	613-592-2550
49	Waterdon Construction Limited	Russell Grass Jr	jr@waterdon.ca	613-723-9686	613-723-8305
50	Westview Projects Inc.	Seth Richards	seth@westviewprojects.com	613-415-7776	
51	Xpertek Construction	David Ryan	davidr@xpertek.ca	613-443-3330	
52	ZW Group Inc.	Terrence Walker	terrywalker@zwgroup.com	613-596-9663	613-596-2743
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Revised April 30, 2021