

Ontario Construction Secretariat



**Ontario Water and Wastewater
Market Assessment**

Industry Consultation Highlights and Recommendations

March 2009



EXECUTIVE SUMMARY

With an aging infrastructure Ontario is poised to make significant investment in water and wastewater systems over the next 15 years. Many systems across the province have reached the end of their service life and require significant upgrades or replacement. The importance of the water and wastewater investment was prominent in the Federation of Canadian Municipalities report on **Municipal Infrastructure Projects: Key to Putting Canadians to Work** (2009). The report identified approximately \$1.5 billion in 'shovel ready' water and wastewater projects across Ontario.

Historically unionized contractors had a strong presence in this market. However, more recently, non-union contractors are successfully bidding and building these facilities. A review of over 300 projects representing \$2 billion of investment revealed two key facts:

- There was a noticeable shift in the size of the projects with a concentration of the work in large urban centres in the GTA, central and southwestern regions. A \$25 to \$30 million project used to be considered large but in the last few years there have been several projects in excess of \$100 million.
- A majority of the work is being done by a small group of contractors. In particular, North America Construction (NAC) and Kenaidan report the largest levels of activity in the water and wastewater treatment plant market at over \$1.0 billion. Since 2002, NAC was awarded 23 projects valued at over \$650 million and Kenaidan was awarded 12 projects valued at almost \$485 million (mostly in the last couple of years).

In order to gain a better understanding of recent trends, challenges and key success factors in the water and wastewater market, the OCS interviewed a number of contractors and Building Trade officials. Contractors included those with current or previous experience in the WWTP market as well as those who have never worked in the water and wastewater market.

The industry consultation was conducted between January and August 2008. Construction activity across most regions of Ontario was fairly robust with a significant amount of institutional work underway or planned. Recent economic events have rapidly changed these conditions. The stage of investment and labour market conditions may now be weaker than indicated in this report.

MARKET CHALLENGES

When evaluating water and wastewater projects, general and trade contractors take into many factors including:

Contractor Work Load - The strength of overall construction has allowed contractors to be selective in the types of projects they bid. In 2007/08 there was a steady flow of non-residential construction activity across most regions of Ontario. This had a significant impact on the availability and willingness of contractors to bid WWTP projects with contractors staying in markets where they had proven success. ***At the time of the interviews contractors were reporting a carryover of work from 2008 but were concerned whether the level of investment would be sustained in 2009 and into 2010; likely freeing up resources to bid other types of work such as WWTP.***

Experience / Competitiveness - Project expertise and proven track record is critical for pre-qualifying and winning WWTP bids. Leading contractors such as North America and Kenaidan specialize in the water and wastewater market with the advantage of performing most activities in-house when necessary. Their presence on the bidders list often impacts the decision of other contractors to bid the project (provided there is sufficient activity in preferred markets). Contractors noted that non-union contractors have greater flexibility in terms of assigning tasks across work functions and geographic mobility of their workforce.

Skilled Labour and Experienced Trade Contractors - When assessing the market, emphasis is placed on the importance of the skill sets of workers with experience on WWTP projects. Contractors need to maintain a core crew to ensure you can keep the project on schedule – delays carry huge financial penalties. There is also concern that WWTP work is not the first choice among workers. Similarly, projects require experienced supervisors and foremen; and they are becoming more difficult to recruit and retain.

Quality of Bid Documents / Tendering Process

The tendering process has deteriorated and the quality of the bid documents is a growing concern. This may vary by region but the general consensus is that bid documents are poor and often lack the required details. It is not uncommon for owners/engineers to issue several addendums to the bid documents prior to closing. Poor quality bid documents can unnecessarily lead to project disputes resulting in financial and legal challenges.

RECOMMENDATIONS FOR MOVING FORWARD

Interview participants expressed overwhelming support for the OCS to continue to conduct more detailed market assessments that extends beyond just the data but examines the state of the industry from the perspectives of owners, contractors and labour. Key recommendations included:

1. Develop Market Intelligence

The OCS should establish a WWTP project tracking system that can provide information on recently awarded and proposed projects. Key data should include information on the type of project, municipality, consulting engineer, value, start/end dates, general contractors (who bid, who won) and trade contractors (who pre-qualified, who won).

The importance for reviewing the recent awards is to assess potential trends. Which geographic regions are active? Who are the key generals / trade contractors? Who is winning? Does there appear to be any municipal or engineering preference to a select group of contractors? Document what lessons were learned in winning and losing projects.

2. Build Partnerships

The OCS should explore opportunities to establish communications with the engineering community specializing in WWTP work. This could include direct communication with select firms and/or participation in relevant trade shows for WWTP industry as well as various professional associations such as Consulting Engineers, Association of Municipalities, etc.

3. Review Bid Process / Bid Documents

Interview participants emphasized that the quality of bid documents is a significant problem not just for WWTP, but for all sectors. The OCS should document bidding practices across municipalities in term of Best Practices and other industry initiatives underway to address the poor quality of bid documents. Futhermore, OCS should continue its work with U of T to develop empirical evidence in support of best value bidding.

4. Establish Regional Initiatives

Contractors highlighted that a broad brush approach to address opportunities for increasing market share in the WWTP market will not work. The OCS, based on the findings of tracking current and anticipated WWTP projects, should in the initial stages select a geographic region and start the dialogue with local contractors and labour on what it will take to win the job.

5. Establish WWTP Industry Advisory Group

The OCS needs to establish a WWTP Advisory Group of industry leaders to provide feedback and guidance to the implementation of the recommendations and initiatives that the OCS undertakes.

The recommendations in this report provide a foundation for better understanding the WWTP sector and to identifying key drivers and challenges contractors face in this market segment. The issues identified are complex and a multi-pronged approach to regaining union market share will be required. Further local consultation with contractors and labour would lead to more specific regional recommendations and initiatives.

There are many opportunities! Water and wastewater investment was prominent in the Federation of Canadian Municipalities report on **Municipal Infrastructure Projects: Key to Putting Canadians to Work** (2009). The report identified approximately \$1.5 billion in 'shovel ready' water and wastewater projects (including plants, pipes, drains) in Ontario. Industry stakeholders need to develop practical solutions that make unionized contractors and labour more competitive in the WWTP market. ***Several interview participants noted that 'the projects will proceed with or without the organized trades. It is our responsibility to make sure we maintain a strong union presence'.***

INTRODUCTION

With an aging infrastructure Ontario is poised to make significant investment in water and wastewater systems over the next 15 years. Many systems across the province have reached the end of their service life and require significant upgrades or replacement. Investment is expected to range between \$1-2 billion per year over the next several years.

Historically, unionized contractors had a strong presence in this market. However, more recently, non-union contractors are successfully bidding and building these facilities.

Given the long-term market opportunities, the objective of this market analysis is to gain a better understanding of recent trends and why the market is being dominated by a select few contractors. For those that were previously in the market, why did they leave? How can unionized contractors re-capture lost market share?

The scope of work for this assignment includes in-person and phone interviews with selected contractors and trade unions to discuss various topics on trends and market opportunities. The research was divided into two phases. The first phase focused on selected general contractors active and not active in the water and wastewater sector. Building from information collected in Phase I, the second phase focused on interviews with trade contractors and labour unions.

The purpose of the interviews was to document industry's perspectives on:

- Recent market trends.
- Who are the key players?
- Why some contractors are becoming more successful in the market?
- What are the challenges in bidding and winning water and wastewater projects? (e.g., size of project, location, company capacity, market expertise, project staging, availability of trade contractors / skilled labour, project financing, pre-qualification conditions, etc)
- How can these challenges be addressed?
- What can unionized contractors do to re-capture lost market share?
- What role should the OCS play?

The importance of the water and wastewater investment was prominent in the Federation of Canadian Municipalities report on **Municipal Infrastructure Projects: Key to Putting Canadians to Work** (2009). The report identified approximately \$1.5 billion in 'shovel ready' water and wastewater projects (including plants, pipes, drains) in Ontario.¹ Major treatment plant and pumping station related projects included:

- Hamilton Repair and Maintenance of Existing Water and Wastewater Infrastructure (\$200m)
- Peel Region various pumping stations (\$110m)
- Dufferin Creek Water Pollution Control Expansion (\$82m)

¹ 'Shovel ready' projects are projects that do not appear in a municipality's 2009 funded capital budget, but which could be started in 2009 with additional funding.

- Kingston West Water Plant Upgrades (\$75m)
- Barrie Surface Water Treatment Plant continuation (\$63m)
- Peel Region Lakeview Water Treatment Plant (\$50m)
- Halton Region Action WWTP and Inlet Works (\$38m)
- Barrie Water Pollution Control Center Expansion, Phase 2 (\$36m)
- Halton Region Oakville South West Wastewater Treatment Plant Upgrade (\$28m)
- Waterloo Upgrade Disinfection at Kitchener Wastewater Treatment Plant (\$25m)
- Upgrade Middleton Water Treatment Plant, Cambridge (\$25m)
- Waterloo Upgrade Disinfection at Waterloo Wastewater Treatment Plant (\$15m)

See **Appendix D** for a complete list of ‘shovel ready’ projects as identified by the Federation of Canadian Municipalities.

WWTP MARKET OVERVIEW

The review of awarded water and wastewater treatment plant (WWTP) projects was used to assess recent trends in terms of size (# projects, location of projects, value) and identify key general contractors active in the market. A review of over 300 projects representing \$2 billion of investment revealed:

- A majority of the work is being done by a small group of contractors – the top 20 contractors account for over 70 percent of the total value of the projects reviewed.
- There was a noticeable shift in the size of the projects. A \$25 to \$30 million project used to be considered large but in the last few years there have been much larger projects including:
 - Toronto: \$188 million
 - Durham Region: \$150 million
 - Barrie: \$100+ million
 - Kingston: \$83 million
 - Peel Region: \$75 million
- Recent distribution of spending has been primarily located in large urban centres in the GTA, central and southwestern regions.

Table 1 summarizes the key contractors in terms of the value of water and wastewater construction activity for the period 2002 to 2008. The dominance of a select number of contractors is apparent, in particular North America Construction Ltd. and Kenaidan. The data reported that North America was awarded 23 projects valued at over \$650 million and Kenaidan awarded 12 projects valued at almost \$485 million. These contractors report the largest levels of activity in the water and wastewater treatment plant market at over \$1.0 billion.

Focusing on the 18 month period between January 2007 and June 2008, the list shortened to five (5) key players accounting for a majority of WWTP activity. For North American they were awarded four (4) projects estimated at \$237 million. For Kenaidan, they were awarded three (3) projects estimated

at \$208 million accounting for almost half of their total activity reported in Table 1. Kenaidan are clearly establishing themselves as a lead firm in the WWTP market.

A notable exception to the success of North America and Kenaidan is the recent award of a \$188 million project to Alberici in the City of Toronto. The unionized sector needs to learn from recent successes to build a stronger partnership to overcome the challenges. It is on these larger projects where the union trades have the best opportunity for success with the ability to mobilize a large skilled workforce to meet the needs of owner clients.

**Table 1: Water and Wastewater Treatment Plant Projects
Key Contractors (2002-2008)**

Contractor Name	Total (\$)	No. of Projects
North America Const (1993) Ltd	\$653,456,341	23
Kenaidan Contracting Ltd	\$484,713,000	12
Alberici Ltd*	\$209,449,000	2
Bennett Mech Installations Ltd.*	\$144,744,250	12
King City Group Ltd	\$140,442,102	8
Maple Eng & Const Canada Ltd	\$114,315,008	20
Detra Builders Inc	\$114,294,753	25
HIRA Ltd	\$94,567,684	15
Hervé Pomerleau Inc*	\$83,100,000	1
Bondfield Const Co Ltd*	\$82,792,919	3
Torbear Contracting Inc	\$82,099,670	3
Asco Const Inc(Ltd)	\$75,010,994	9
Peak Engineering & Const Ltd	\$74,291,137	27
The John Hayman & Sons Co Ltd*	\$73,142,830	8
Ellis Don Corporation*	\$65,767,290	2
Graham Const & Eng Inc	\$63,767,050	3
Wellington Const Ltd	\$52,206,042	26
Stone Town Const Ltd	\$50,342,256	13
Sutherland-Schultz Ltd*	\$47,789,892	8
Thomas Fuller Const Co (1958)*	\$47,701,133	7

* Indicates contractor is signatory to one or more ICI collective agreement

Source: Reed Construction Major Projects Database.

**Table 2: Water and Wastewater Treatment Plant Projects
Key Contractors (2007 – 2008: June)**

Contractor Name	Total (\$)	No. of Projects
North America Const (1993) Ltd	\$237,133,028	4
Kenaidan Contracting Ltd	\$208,377,000	3
Alberici Ltd*	\$188,300,000	1
King City Group Ltd	\$76,883,798	3
Bennett Mech Installations Ltd.*	\$57,326,350	4
Total:	\$768,020,176	

* Indicates contractor is signatory to one or more ICI collective agreement

Source: Reed Construction Major Projects Database.

INDUSTRY CONSULTATIONS: WHAT ARE THE PRIMARY DRIVERS AND CHALLENGES

In order to gain a better understanding of recent trends, challenges and key success factors in the water and wastewater market, a number of general and trade contractors and Building Trade officials were interviewed. Contractors included those with current or previous experience in the WWTP market as well as those who have never worked in the water and wastewater market.

A letter of introduction was developed and distributed to the interview candidates. The letter was followed by phone calls and email contacts to schedule interview dates. The preferred interview approach was in-person but phone interviews were used in cases where it was difficult to secure in-person dates. Over thirty (30) interviews were conducted with senior representatives from contractors and trade groups (see Appendix A: Interview List and Appendix B: Interview Guide).

A summary of findings is provided below. These findings and recommendations are ‘**as said**’ based on the interviews.

The industry consultation was conducted between January and August 2008. Construction activity across most regions of Ontario was fairly robust with a significant amount of institutional work underway or planned. Recent economic events have rapidly changed these conditions. The stage of investment and labour market conditions may now be weaker than indicated in this report.

Primary Drivers for Water and Wastewater Construction

The primary drivers for water and wastewater projects include population growth, renewal and rehabilitation of an aging infrastructure, and regulations (Clean Water Act, etc.). While all contractors recognize the potential for water and wastewater market projects, many have chosen to stay in markets where they have had greater success.

When evaluating water and wastewater projects, general contractors take into consideration many construction and non-construction factors, including;

- current work load (all sectors),
- type of project / experience,
- competition (who else is bidding?),
- availability of skilled labour,
- availability of experienced trade contractors,
- quality of the bid documents,
- owner / municipality (previous working experience),
- consulting engineer / cost consultants (previous work experience, reputation), and
- who is running the job (which municipal department, engineers, inspectors, etc.).

These elements extend beyond construction costs and have the potential to increase competitive challenges through the introduction 'risk factors' that can raise the overall bid price.

Key Challenges or Barriers Identified

Contractor Work Load

The strength of overall construction has allowed contractors to be selective in the types of projects they bid. In 2007/08 there was a steady flow of non-residential construction activity across most regions of Ontario with particular strength in large institutional projects. This had a significant impact on the availability and willingness of contractors to bid WWTP projects with contractors staying in markets where they had proven success.

The volume of construction activity translated into relatively strong labour markets (more so for the GTA and central regions) for many trades. Large major projects within a region, coinciding projects, peak season activity across all sectors, and shutdown and maintenance projects contributed to tighter labour markets. Contractors highlighted that 'tight' labour market conditions referred more to 'skills' rather than bodies but the general consensus was that construction activity was sufficiently strong across most sectors to create pressures during peak periods.

Contractors indicated there is a lack of skilled project managers/planners and while it impacts all markets they noted a greater problem for WWTP projects which typically require more project specific expertise. Many firms are attempting to address this problem through in-house training programs. Some trade unions have stepped up efforts for skill development and supervisory training.

At the time of the interviews contractors were reporting a carryover of work from 2008 but were concerned whether the level of investment would be sustained in 2009 and into 2010. By the end of 2008 the Canadian and global economic conditions had weakened. Canada's major trading partners including the US, EU and Japan are projecting significant declines in economic activity in 2009. Commodity prices have declined sharply and many major investment projects have been postponed

or abandoned across Canada. Governments have responded with “large” stimulus packages but it is uncertain how it will unfold in terms of ‘real’ construction investment. The slower economic growth may slow construction investment and take pressure off labour markets as unemployment rates rise across all regions.

Participants acknowledged that there was significant volume of current and proposed WWTP work. They suggested that key players in the WWTP market may be approaching capacity and there could be opportunities for new players to enter and/or others in the market to be more successful in their bids. Most contractors plan to continue to explore WWTP opportunities given the long-term potential but are concerned about competitiveness. Submitting bids are expensive and contractors are not willing to proceed unless they can be competitive.

Experience / Competitiveness

Project expertise and proven track record is critical for pre-qualifying and winning WWTP bids. This experience is especially important on larger jobs (> \$50m). Larger valued projects limit the number of contractors (general and trade) with the capacity to bid. There have been cases where some ‘major’ contractors couldn’t pre-qualify because they could not demonstrate expertise on similar sized projects yet they were very active in the WWTP market but on smaller projects.

Leading contractors such as North America and Kenaidan specialize in the water and wastewater market with the advantage of performing most activities in-house when necessary. Their presence on the bidders list often impacts the decision of other contractors to bid the project (provided there is sufficient activity in preferred markets).

North America focuses heavily on the water and wastewater market. They can self-perform most of the job allowing them to maintain tighter cost controls and schedules; continue to build up industry expertise; and maintain an experienced work force with teams in place that are mobile across the province. Contractors also indicated that North America had in-house engineering expertise.

Kenaidan typically specializes in big concrete structures and self performs much of their work. Kenaidan has recently expanded beyond the concrete work into WWTP projects. In a recent bid they pre-qualified for the mechanical. Contractors indicated that this was a new direction and wondered where they would get their skilled labour.

Both active and in-active contractors stressed that in-house expertise for key components can create a significant advantage in terms of budget control and schedule:

- known core work crew / proven experience
- comfort with in-house pricing
- easier to manage labour with in-house capabilities rather than relying on outside trade contractors and workers.

On the downside self-performance limits a contractor’s ability to get prices in the event a firm wanted to test market prices – trade contractors are less likely to provide general contractors with competitive bids for work that could be done in-house.

North America and Kenaidan have their core crews that they can take anywhere across the province. This flexibility can be a huge competitive advantage because they know their core crew when doing water and wastewater work. It is not just a matter of getting bodies; you need people that are familiar with the 'complete system' – experience in water and wastewater treatment plants.

Contractors indicated that North America and Kenaidan have occasionally used union trade contractors, typically mechanical and electrical. This trend may change with more work being done in-house.

Skilled Labour and Experienced Trade Contractors

Water and wastewater treatment plant projects involve four key components, in order of importance.

1. Formwork / Concrete
2. Mechanical
3. Earthwork / Site Preparation
4. Electrical

When assessing the market, emphasis needs to be placed on the importance of the skill sets of workers across these work functions. Contractors need to maintain a core crew to ensure you can keep the project on schedule. The availability of workers with the right skills has a significant impact on the ability to meet a project's schedule – delays carry huge financial penalties.

Contractors noted that it is critical for the formwork and mechanical trades to have previous experience on water and wastewater projects. Trade contractors and their workers must know how the 'system' works. Contractors, however, face difficulty in finding qualified workers with experience working in WWTP. There is concern that WWTP work is not the first choice among workers. Similarly, projects require experienced supervisors and foremen; and they are becoming more difficult to recruit and retain.

Other key interview comments included:

- Extending beyond the workers, general contractors indicated that they often found it difficult to find qualified mechanical and electrical contractors to bid jobs. It was not uncommon for only one or two contractors with the needed expertise to bid. The view is that there are a limited number of contractors that can do the work.

At the time of the survey, many mechanical and electrical trades were fully employed. There were no severe shortages but the traditional pools of available labour were depleted to minimum levels causing concerns on the available 'skills'. Contractors concerns were on 'skill sets not bodies'.

- Mechanical and electrical make the jobs go. If everybody is busy, who else can do the work, and how do you find experienced workers? Will the workers with the right skills be available when you need them? While the work crews are not large, they must have experience. It is not just a matter of following the project drawings. You need qualified tradespeople with experience.

- The availability of good qualified managers and supervisors to run the jobs is stretched to the limit.
- Age demographic of the workforce particularly for supervisors/ foremen and project planners/managers is a growing concern.

Quality of Bid Documents / Tendering Process

The tendering process has deteriorated and the quality of the bid documents is a growing concern. This may vary by region but the general consensus is that bid documents are poor and often lack the required details. Tenders are coming out with unrealistic response times to review documents, recruit trade contractors, understand the scope and pull together a bid. There is the perception that owners/engineers rely on contractors to find 'errors' but then wonder why the prices don't come in near the established budget. This often leads to unnecessary project disputes resulting in financial and legal challenges. Contractors are dealing with complex WWTP systems and any scheduling delays can lead to significant penalties.

It is not uncommon for owners/engineers to issue several addendums to the bid documents prior to closing. All contractors face the same problem yet some seem to be able to deal with it better; likely because of their experience and in-house expertise.

Contractors believe that part of the problem is related to the cost engineers not knowing what they are doing or rushing projects through the system because they are very busy. Increased volume of work has drawn in less experienced consulting firms into the market and this has impacted the quality of the drawings and bid pricing. The problem has hit a level where some contractors will not bid WWTP projects issued by selected municipalities or engineering firms.

Other Challenges / Barriers Identified

Participants noted that many of the challenges are not new but they remain key barriers to them becoming more competitive. Labour and management need to think 'outside the box' – it's not just about wages; there are many other elements:

- Need a better understanding of unsuccessful bids; it's not always the labour cost.
- Declining number of project managers/ supervisors/foremen with skills and experience in WWTP – current workforce is aging and the long term impact can be significant.
- Need to resolve the problems associated with poor bid documents.
- Need to break the low bid mentality for awarding construction contracts in WWTP or any sector.
- Contractors (general and trade) reported limited willingness to bid given other market opportunities; strong non-union WWTP competition; and the high cost of submitting bids with low margins - in some regions there are no union bids.
- Worker reluctance to work WWTP given other opportunities.

- Strength of other markets may limit the opportunity to establish solutions for WWTP – key trades were busy and less willing to make adjustments.
- Contractors indicated that non-union contractors have greater flexibility in terms of assigning tasks across work functions and geographic mobility of their workforce.
- Industry is facing productivity issues. Contractors indicated that they often use workers that may not have the required skill sets or experience; leading to issues around scheduling, productivity, and safety.
- Industry needs to step back and look at skills development (new entry and upgrade training) and work ethic - job site readiness.
- Only a limited number of contractors with the experience and capacity to bid larger WWTP projects.
- While the initial emphasis should be on select key trades, the eventual goal is to see the work go 100% union.
- There was a perception that some key trades (in select regions) were busy and less willing to make adjustment to be more competitive in alternative markets such as WWTP. The fact that the trades are busy is good but unions shouldn't ignore the potential to increase membership and hours worked.
- Labour and contractors must be willing to discuss competitiveness issues and collectively find ways to address them. Contractors noted that the union sector faces very difficult times in many markets outside the GTA (this varies by trade and region).
- Most contractors reported that local union relationships were strong but similar relationships were difficult to establish when working outside their local area. To be competitive contractors need to establish better working relationships and flexibility when working with locals outside their home base.

RECOMMENDATIONS FOR MOVING FORWARD

Interview participants expressed overwhelming support for the OCS to continue to conduct more detailed market assessments that extend beyond just the data but also examine the state of the industry from the perspectives of owners, contractors and labour. Based on more focused market information the OCS (and industry) can better focus its initiatives in key markets segments to maintain and increase union market share in industrial, commercial and institutional construction.

Contractors suggested a 'broad brush' industry or province-wide solution for WWTP projects does not exist. The analysis and initiatives need to be at the regional level. In some cases this may mean working with selected trades and contractor groups in order to assess and determine what will work to maintain and regain a strong union market presence.

The primary role for the OCS would be to facilitate discussions at the provincial and local levels; and provide the necessary support to assess market trends and opportunities. Key recommendations going forward include:

1. Develop Market Intelligence

It is well documented that there is strong growth potential in the WWTP market. There has been significant number of large projects (>\$100 million) in the last few years and the potential for expenditures to run in the order of \$1 – \$2 billion annually over the next several years. All levels of government have recognized the age of the existing systems and the need for upgrading and/or replacement.

The OCS should establish a WWTP project tracking system that can provide information on recently awarded and proposed projects. For the recently awarded, key data should include:

- Type of project
- Municipality
- Consulting Engineer
- Value
- General Contractor(who bid, who won)
- Trade Contractors (who pre-qualified, who won)

The importance for reviewing the recent awards is to assess potential trends. Which geographic regions are active? Who are the key generals? Who is winning (general and trade)? Does there appear to be any municipal or engineering preference to a select group of contractors? The tracking mechanism will provide the market intelligence on who is getting the work.

The initial source of information will likely be the Reed Construction projects database. This information would be complemented by regional building trades and union contractors. For proposed projects the system needs to identify early leads in terms of location and type of project and then track who is requesting the bid documents or pre-qualifying.

This is a multi pronged initiative that doesn't end with the initial collection of data. The OCS needs to document what lessons were learned in bidding, winning or losing projects.

2. Build Partnerships

There are many players involved in the awarding of any construction contract. For WWTP, the two critical players are the municipality and their consulting engineers. The unionized sector should build on existing relationships between the Building Trades and municipalities and to develop those relationships if they do not exist.

Interview participants were not aware of any formal connection between the engineering community and the organized trades and contractors for WWTP. For big industrial projects it is not uncommon for engineering/project management firms (SNC Lavalin, Fluor, etc.) to consult with the building trades and contractors on the availability of skilled workers. Similar relationships should be developed with engineering firms involved in WWTP.

The OCS should explore opportunities to establish more formal communications with the engineering community specializing in WWTP work. This could include direct communication with select firms and/or participation in relevant trade shows for WWTP industry as well as various professional associations such as Consulting Engineers, Association of Municipalities, etc. Interview participants did not see this as an advertising campaign. Rather they focused on the need to create dialogue with all stakeholders that would dispel any negative perceptions about organized trades. An area of particular importance and focus is the availability of a skilled workforce and promotion of the organized sector's commitment to upgrade and apprenticeship training.

3. Review Bid Process / Bid Documents

Interview participants emphasized that the quality of bid documents is a significant problem not just for WWTP, but for all sectors. While participants were aware of work being done by the Ontario General Contractors Association and by OCS, nothing appears to be changing in the field. The poor quality of bid documents creates unnecessary financial risks.

Some municipalities are better than others, why? The Region of Waterloo, for example, applies a Value Engineering process to optimize the design in terms of cost and schedule. The Region has a Purchasing By-Law that implements evaluation criteria when selecting the engineering consultants. In addition to price (at 15% of the evaluation), the criteria includes experience related to the project manager and support staff, related projects and current workload for the region. The OCS should work to identify 'best practices' in bidding by documenting bidding practices across municipalities and identifying other industry initiatives underway to address the poor quality of bid documents.

4. Establish Regional Initiatives

A broad brush approach to address opportunities for increasing market share in the WWTP market will not work. The OCS, based on the findings of tracking current and anticipated WWTP projects, should in the initial stages select a geographic region and start the dialogue with local contractors and labour on what it will take to win the job. Interview participants recommended the discussions should be limited to selected contractors and trades associated with the following work functions:

- Formwork/concrete
- Mechanical
- Electrical
- Rodwork

5. Establish WWTP Industry Advisory Group

The OCS needs to establish a WWTP Advisory Group of industry leaders to provide feedback and guidance on the implementation of the recommendations and initiatives that the OCS undertakes. Contractors and labour noted that this is not the first time around for assessing market opportunities in the water and wastewater market. Previous work (excluding any specific initiatives by individual trades/contractor groups such as the mechanical trades) included:

- Provincial Building Trades Council met with select contractors and labour representatives to discuss increasing market share (2003)

- OCS facilitated discussion around the development of a multi-trade/contractor strategy to increase competitiveness in bidding and performing WWTP work (2005)

Interview participants felt that both initiatives generated useful dialogue but resulted in limited action or successful results. In establishing a new strategy the OCS must seek out dedicated champions with a vision for more 'results-based' initiatives.

CONCLUSION

The recommendations in this report provide a good starting point for better understanding the WWTP sector and to identifying key drivers and challenges contractors face in this market segment. The issues identified are complex and a multi-pronged approach to regaining union market share will be required.

Interview participants recognized that building market intelligence is a good starting point. Tracking trends and opportunities will give unionized contractors a better understanding of where WWTP work is taking place, who the key stakeholders (municipalities, engineers) are, and how the projects are awarded. It is also important to document lessons learned from awarded projects. A post bid review will identify key factors in the successful bid.

Further local consultation with contractors and labour would lead to more specific regional recommendations and initiatives. As well, it is important to build strong partnerships with all stakeholders in this market segment. In particular, OCS needs to create a strong WWTP Advisory Group of key union stakeholders who will be champions for moving this initiative forward. While the long-term target would be 100% union, the initial focus should be on those trades critical to the success of WWTP projects (formwork, mechanical, electrical, rodwork). Once successes are realized with these trades, the process can move forward.

There are many opportunities! Water and wastewater investment was prominent in the Federation of Canadian Municipalities report on **Municipal Infrastructure Projects: Key to Putting Canadians to Work** (2009). The report identified approximately \$1.5 billion in 'shovel ready' water and wastewater projects (including plants, pipes, drains) in Ontario. Industry stakeholders need to develop practical solutions that make unionized contractors and labour more competitive in the WWTP market. ***Several interview participants noted that 'the projects will proceed with or without the organized trades. It is our responsibility to make sure we maintain a strong union presence'.***

Appendix A

Water and Wastewater General Contractor Interview List

**WATER AND WASTEWATER INTERVIEW
PARTICIPATING ORGANIZATIONS**

Firm	Participants
Aecon Buildings	Teri McKibbon CEO Infrastructure Group
Alberici	Bud Freeze Senior Director Operation Services Francesca Ottoni Director of Business Acquisitions
Ball Construction	Jason Ball President
Bennett Group	Tim Chennette Civil Project Manager
Carpenters Local 18 (Hamilton)	Barry Walker Business Manager
Central Ontario Building and Construction Trades Council	Jay Peterson Business Manager
Comstock	Dave Crawford Executive Vice President, Eastern Region
Eastern Construction Company Ltd	Frank DeCaria President
EllisDon Corporation (Toronto)	Brian Waltham (London) VP and Area Mgr. Southwestern ON Alfonso Balassone (London) Operations Manager
EllisDon Corporation (Toronto)	Jim Swick (Toronto) Chief Estimator
EllisDon Corporation (Toronto)	Geoff Smith President and CEO
George Stone & Sons Limited	Rod Stone Secretary-Treasurer
Hayman Construction Inc.	Peter Hayman President
IBEW Local 120 (London)	Paul Dolsen Membership Development Coordinator
IBEW Local 115 (Kington)	Bill Pearse Business Manager
Kemp Construction Inc	Tom Kemp , President Ron Kemp, John Kemp
McKay-Cocker Construction Ltd	David Blake VP Operations

Firm	Participants
Newman Bros. Ltd.	Doug Newman President
Ontario Electric	John Wright
PCL Constructors (Ottawa)	Dwight Brown Vice-President and District Manager
PCL Constructors (Toronto)	Paul Richer Manager Counterparty Risk and Labour Relations
Pomerleau Ontario Inc	Francis Pomerleau President
PROCON (Niagara)	Joe Spadafora President
Quantech Electrical Contractors Limited	Rick Brodhurst President
Sutherland-Shultz Inc	Keith Burrow
United Association Local (Kingston)	Brian Mahoney Business Manager
VanBots Construction Corporation	Matt Ainley President
W A Stephenson Mechanical Contractors	Graham Duncan President

Appendix B

Water and Wastewater Interview Guidelines

WATER AND WASTEWATER INTERVIEW GUIDELINES

Project Description / Background:

- The OCS is a labour - management group. Part of its mandate is to compile data on ICI construction to **assess recent and emerging trends**.
- An area that has emerged with strong growth potential is the water and wastewater market. Ontario is poised to make significant investment (approx \$2 billion annually) over the next 15 years to meet the needs to replace and aging infrastructure and population growth.
- A preliminary review of over **300 recent projects representing \$1.5 billion** of investment reveals:

There has been an **increasing presence of larger projects (\$50m+)**. This could be the case where we are not seeing the complete overhaul and replacement of existing systems compared to previous projects that were more based on maintenance and extensions of existing systems. I would be interested in your views on this.

The second thing we noticed was that a majority of the work is being done by a small group of contractors – the **top 20 contractors account for 70 percent of the total value** of the projects reviewed.

In fact for the larger projects there appeared to be dominance by a select few contractors and in particular **North America Construction Ltd. and Kenaidan** – specifically on the **larger projects**. Is it a case of market expertise? Competitive / experience factors, etc

- Given the long-term market opportunities, we are trying to understand why the market is being dominated by select contractors. Are we heading to capacity constraints if the select contractors are too busy? What about the availability of trade contractors to do this work?

Have some contractors that used to be in the market focused their attention in other markets?

- What are the **key elements for a successful bid**? What are the **key trades**?
- What are the **challenges in bidding and winning these projects**? (e.g., size of project, location, company capacity, market expertise, project staging, availability of trade contractors / skilled labour, project financing, pre-qualification conditions, etc). Recent trends.
- Presently we are assessing recent market trends by **interviewing selected general contractors**. Joe Keyes recommended you as a key contact. This analysis will be followed by consultation with trade contractors and labour groups.

General Industry Overview: (Brief Discussion)

- 1 **What are your company's areas of expertise? Are there specific sectors (sub sectors) where you primarily work?** Is your work province wide or more concentrated in selected geographic regions?
- 2 **How would you describe current market conditions in terms of construction activity?** Would you say that you are doing more work, less work, or the same amount of work compared to 12 months ago? Any shifts in the markets or geographic location where you do your work?
- 3 **In the next 12 months**, do you expect to conduct more business, less business, or the same amount of business? Any differences across sectors? Why?
- 4 How would you **describe current labour market conditions?** Are there any availability concerns or is there general sufficient labour to meet demand needs with periodic tightness during peak season? Which trades?
- 5 What are some of the key **challenges facing overall construction over the next few years?**

Water and Wastewater:

- 6 Do you work in the water and wastewater sector?
Never in the market, why? If previously in but no longer in the market, why?
- 7 Are some contractors dominating the market? Who are the key players?
Why? Are there regional differences?
- 8 Do you see your market presence growing, declining, or staying around the same?
- 9 **If in the market, what are the key elements to success?**
- 10 **What are some of the challenges in bidding and winning water and wastewater projects?**
 - size of project, there appears to be an increase in the size of projects -- Durham Courtyce \$90m. Is there a trend? Does it limit the number of players? Bonding capabilities. Pre-qualification?
 - location: large urban centres?
 - company capacity: concentration of work, select number of contractors
 - expertise previous experience,
 - project staging, timing
 - availability of skilled labour,
 - project financing - procurement practices (alternative financing procurement)
- 11 Who are the key decision makers and what guides their decision? Role of consulting engineers
- 12 **How can these challenges be addressed?** Your company? Industry? OCS?
What would make your company more competitive?

Trade Requirements

13 What are the key trades required on the projects

- carpenters,
- labourers,
- rod work
- site work (OE)
- mechanical,
- electricians,

Are there any concerns about the availability of skilled labour to do this work? Competing projects that may limit availability? Age demographics?

14 Identify key trade contractors doing the work?

Any limitations on the number of key trade contractors?

Appendix C

Water and Wastewater Projects 2002 - 2008

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Alberici Constructors Ltd	\$209,449,000	2			
Alberici Constructors Ltd	WATER TREATMENT PLANT	\$188,300,000	City of Toronto		22/09/2008
Alberici Constructors Ltd	WASTEWATER TREATMENT PLANT	\$21,149,000	Regional Municipality of Peel	01/10/2004	05/11/2004
Asco Const Inc(Ltd)	\$52,074,994	8			
Asco Const Inc(Ltd)	WASTEWATER POLLUTION CONTROL PLANT	\$16,116,240	Regional Municipality of York	01/12/2006	30/11/2006
Asco Const Inc(Ltd)	SEWAGE PUMPING STATION	\$11,027,000	Regional Mun of Durham	01/08/2006	11/08/2006
Asco Const Inc(Ltd)	PUMPING STATION	\$6,934,670	Regional Municipality of York	01/07/2005	09/08/2005
Asco Const Inc(Ltd)	WATER POLLUTION CONTROL PLANT	\$5,734,914	Town of Hawkesbury	01/12/2004	09/12/2004
Asco Const Inc(Ltd)	PUMPING STATION	\$4,493,000	Regional Municipality of Peel		30/09/2003
Asco Const Inc(Ltd)	WATER TREATMENT PLANT	\$3,922,620	Reg Mun of Waterloo(Purch)	01/07/2004	08/07/2004
Asco Const Inc(Ltd)	SEWAGE PUMPING STATION	\$3,373,000	Regional Mun of Durham	01/12/2004	10/01/2005
Asco Const Inc(Ltd)	WATER TREATMENT PLANT	\$473,550	Town of Hawkesbury		04/02/2004
Belanger Const (1981) Inc	\$28,317,828	16			
Belanger Const (1981) Inc	WATER TREATMENT PLANT	\$9,400,000	Twp of Michipicoten	01/06/2004	21/06/2004
Belanger Const (1981) Inc	WATER TREATMENT PLANT	\$4,686,600	Mun of Killarney	01/06/2004	24/06/2004
Belanger Const (1981) Inc	WATER TREATMENT PLANT	\$3,300,000	Mun of Markstay-Warren	01/08/2007	26/07/2007
Belanger Const (1981) Inc	WATER TREATMENT PLANT	\$2,375,000	Town of Bruce Mines		19/06/2003
Belanger Const (1981) Inc	PUMPING STATION, WATER TREATMENT PLANT & ROADWORK	\$2,046,660	Chippewas of the Thames FN		03/01/2007
Belanger Const (1981) Inc	WATER TREATMENT PLANT	\$1,439,340	Mun of West Nipissing		12/08/2004
Belanger Const (1981) Inc	SEWER, SEWAGE PUMPING STATION & FORCEMAIN	\$1,406,234	Dist Mun of Muskoka(Pub Works)	01/09/2005	28/09/2005
Belanger Const (1981) Inc	SEWAGE PUMPING STATION	\$1,000,000	Dist Mun of Muskoka(Pub Works)	01/08/2005	18/04/2006
Belanger Const (1981) Inc	WATER TREATMENT PLANT UPGRADE	\$763,980	Town of Englehart		25/08/2003
Belanger Const (1981) Inc	WASTEWATER TREATMENT PLANT	\$524,300	The City of Greater Sudbury		23/12/2003
Belanger Const (1981) Inc	WATER TREATMENT PLANT ALTS	\$377,431	Twp of Pickle Lake	15/11/2002	25/10/2002
Belanger Const (1981) Inc	WATER POLLUTION CONTROL PLANT REPLACEMENT	\$320,000	City of Sault Ste Marie		21/01/2004
Belanger Const (1981) Inc	RESERVOIR, BOOSTER STATION & PUMPING STATION	\$299,139	Dist Mun of Muskoka(Pub Works)		09/06/2003
Belanger Const (1981) Inc	WATER TREATMENT PLANT UPGRADES	\$169,118	Twp of Naine & Hyman		25/08/2003
Belanger Const (1981) Inc	WASTEWATER TREATMENT PLANT ALTS	\$149,606	The City of Greater Sudbury		09/11/2005
Belanger Const (1981) Inc	WASTEWATER TREATMENT PLANT	\$60,420	The City of Greater Sudbury	11/01/2007	10/12/2007
Bennett Contr Millgrove Ltd	\$144,744,250	12			
Bennett Contr Millgrove Ltd	WASTEWATER TREATMENT PLANT UPGRADES AND EXPANSION	\$41,947,000	Town of New Tecumseth	08/01/2007	16/08/2007
Bennett Contr Millgrove Ltd	WATER TREATMENT PLANT	\$30,440,000	Regional Municipality of Peel	01/05/2004	11/06/2004
Bennett Contr Millgrove Ltd	WASTEWATER TREATMENT PLANT	\$23,977,000	Regional Municipality of Peel	01/10/2004	05/11/2004
Bennett Contr Millgrove Ltd	WATER POLLUTION CONTROL PLANT	\$13,977,000	Ontario Clean Water Agency	01/08/2003	25/08/2003
Bennett Contr Millgrove Ltd	PUMPING STATION	\$7,601,950	Regional Municipality of Peel	01/11/2002	25/11/2002
Bennett Contr Millgrove Ltd	WASTEWATER TREATMENT PLANT	\$7,534,000	Regional Municipality of Peel	01/04/2007	19/04/2007
Bennett Contr Millgrove Ltd	PUMPING STATION	\$5,659,415	Regional Municipality of Peel	01/01/2004	06/02/2004
Bennett Contr Millgrove Ltd	WASTEWATER TREATMENT PLANT	\$5,087,000	Regional Municipality of Peel	06/01/2008	06/10/2008
Bennett Contr Millgrove Ltd	TREATMENT PLANT	\$3,534,000	City of Toronto(Clerk)	01/01/2002	22/01/2002
Bennett Contr Millgrove Ltd	WATER POLLUTION CONTROL PLANT	\$2,758,350	Regional Municipality of York	05/01/2008	30/04/2008
Bennett Contr Millgrove Ltd	WATER FILTRATION PLANT	\$1,579,470	City of Toronto(Clerk)		30/11/2005
Bennett Contr Millgrove Ltd	WATER FILTRATION PLANT	\$649,065	City of Toronto(Clerk)		20/02/2004
Black & McDonald Ltd	\$23,554,183	11			
Black & McDonald Ltd	FILTRATION PLANT	\$17,553,614	City of Toronto(Clerk)	01/09/2003	18/09/2003
Black & McDonald Ltd	PUMPING STATION	\$1,284,855	City of Ottawa Supply Mgmt Div	01/02/2004	12/02/2004
Black & McDonald Ltd	WASTEWATER TREATMENT PLANT	\$1,184,570	City of Toronto	07/01/2008	21/07/2008
Black & McDonald Ltd	SEWER, STORM WATER FACILITIES & PUMPING STATIONS	\$1,130,359	City of Ottawa Supply Mgmt Div	01/11/2006	20/11/2006
Black & McDonald Ltd	WATER TREATMENT PLANT	\$788,300	Twp of Alfred & Plantagenet	01/03/2003	19/03/2003
Black & McDonald Ltd	SEWAGE PUMPING STATION	\$441,413	City of Ottawa Supply Mgmt Div		30/06/2006

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Black & McDonald Ltd	SEWER FACILITIES, PUMPING STATION	\$394,888	City of Ottawa Supply Mgmt Div		11/10/2006
Black & McDonald Ltd	SEWAGE PUMPING STATION	\$391,664	City of Toronto(Clerk)		25/02/2005
Black & McDonald Ltd	PUMPING STATION	\$364,780	City of Toronto(Clerk)		18/07/2002
Black & McDonald Ltd	PUMPING STATION	\$19,740	City of Ottawa(Supply Mgmt)	08/01/2008	14/08/2008
Black & McDonald Ltd	PUMPING STATION	\$0	City of Ottawa Supply Mgmt Div		24/04/2006
Bondfield Const Co Ltd	\$80,833,300	2			
Bondfield Const Co Ltd	WASTEWATER TREATMENT PLANT	\$45,237,000	City of Toronto(Clerk)	01/07/2005	11/07/2005
Bondfield Const Co Ltd	WATER FILTRATION PLANT	\$35,596,300	City of Toronto(Clerk)	01/10/2005	29/08/2006
C & M McNally Engineering Inc		1			
C & M McNally Engineering Inc	WASTEWATER TREATMENT PLANT	\$23,768,039	Regional Municipality of Peel	01/05/2007	09/05/2007
Cecchetto & Sons Ltd	\$22,033,374	8			
Cecchetto & Sons Ltd	WATER TREATMENT PLANT & RAW WATER INTAKE	\$5,917,000	Town of Gore Bay	01/09/2004	22/09/2004
Cecchetto & Sons Ltd	WASTEWATER TREATMENT PLANT	\$3,583,404	The City of Greater Sudbury	01/01/2008	27/12/2007
Cecchetto & Sons Ltd	WATER TREATMENT PLANT & WATERMANS	\$3,434,987	Henvey Inlet First Nation	01/07/2006	28/07/2006
Cecchetto & Sons Ltd	WATER TREATMENT PLANT	\$3,312,206	M'Chigeeng First Nation	01/08/2002	06/09/2002
Cecchetto & Sons Ltd	WATER TREATMENT PLANT	\$3,168,000	Aundeck Omni Kaning	01/07/2003	06/11/2003
Cecchetto & Sons Ltd	PUMPING STATION	\$2,159,027	City of Sault Ste Marie	01/11/2002	28/11/2002
Cecchetto & Sons Ltd	WASTEWATER TREATMENT PLANT	\$289,596	The City of Greater Sudbury		09/09/2004
Cecchetto & Sons Ltd	WASTE WATER TREATMENT PLANT	\$169,154	The City of Greater Sudbury		15/10/2002
Comstock Canada	\$30,985,506	4			
Comstock Canada	WATER FILTRATION PLANT UPGRADE	\$27,682,867	City of Toronto(Purch)	01/09/2002	11/09/2002
Comstock Canada	WATER TREATMENT PLANT	\$2,369,562	City of Toronto		10/10/2007
Comstock Canada	WATER TREATMENT PLANT	\$535,535	City of Toronto(Clerk)		13/09/2006
Comstock Canada	WATER TREATMENT PLANT	\$397,542	City of Toronto		05/06/2008
CRA Contracting Services	\$14,862,406	6			
CRA Contracting Services	WATER TREATMENT PLANT	\$7,047,538	Town of Saugeen Shores	01/06/2005	29/06/2005
CRA Contracting Services	PUMPING STATION	\$3,886,397	Regional Municipality of York	04/01/2008	04/03/2008
CRA Contracting Services	WATER TREATMENT PLANT	\$2,320,129	Reg Mun of Waterloo(Purch)		31/10/2003
CRA Contracting Services	SEWAGE PUMPING STATION & SEWAGE RECEIVING STATION	\$623,322	City of Orillia		06/04/2006
CRA Contracting Services	BOOSTER PUMPING STATION	\$598,838	Town of Bradford W Gwillimbury		07/06/2005
CRA Contracting Services	SEWAGE PUMPING STATION	\$386,182	Regional Mun of Halton		26/11/2003
Detra Builders Inc	\$114,294,753	25			
Detra Builders Inc	WASTEWATER TREATMENT PLANT UPGRADE	\$23,447,744	Reg Mun of Waterloo(Purch)	01/07/2006	27/07/2006
Detra Builders Inc	WATER TREATMENT PLANT	\$22,880,700	Mun of Chatham-Kent(Purch)	01/09/2003	14/08/2003
Detra Builders Inc	WASTEWATER TREATMENT PLANT	\$10,872,986	Regional Mun of Halton	01/11/2005	21/12/2005
Detra Builders Inc	WATER PURIFICATION PLANT UPGRADES	\$9,998,119	City of Cornwall	01/01/2005	22/12/2004
Detra Builders Inc	WATER TREATMENT PLANT & RESERVOIR	\$9,965,398	Twp of South Dundas	01/05/2004	08/06/2004
Detra Builders Inc	WATER TREATMENT PLANT	\$5,992,641	Twp of Assignack	01/07/2005	05/08/2005
Detra Builders Inc	WASTEWATER TREATMENT PLANT	\$5,360,152	City of Guelph	01/07/2007	18/06/2007
Detra Builders Inc	WATER TREATMENT PLANT	\$3,804,950	Municipality of Temagami	01/10/2004	01/11/2004
Detra Builders Inc	WATER TREATMENT PLANTS UPGRADES	\$3,151,615	Township of Whitewater Region	01/03/2006	22/03/2006
Detra Builders Inc	WATER TREATMENT PLANT UPGRADES	\$3,000,000	City of Brantford(Purchasing)	01/06/2002	14/05/2002
Detra Builders Inc	SEWAGE TREATMENT PLANT UPGRADE	\$2,893,079	Twp of Ramara	09/01/2007	29/08/2007
Detra Builders Inc	WATER POLLUTION CONTROL PLANT	\$2,532,790	Regional Municipality of Peel		05/09/2002
Detra Builders Inc	WATER TREATMENT PLANT & RESERVOIR	\$1,692,777	Temiskaming Shores/City of	01/06/2005	02/06/2005
Detra Builders Inc	SEWAGE PUMPING STATION	\$1,243,724	Town of Wasaga Beach	01/12/2002	28/11/2002

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Detra Builders Inc	WATER BOOSTER PUMPING STATION	\$1,139,978	Hatch Mott MacDonald	01/04/2007	08/03/2007
Detra Builders Inc	WATER TREATMENT PLANT	\$1,000,000	Municipality of Highlands East		14/06/2004
Detra Builders Inc	WATER TREATMENT PLANT	\$1,000,000	County of Prince Edward		01/11/2004
Detra Builders Inc	WATER TREATMENT PLANT	\$893,700	City of Kingston	01/05/2003	16/07/2003
Detra Builders Inc	WATER TREATMENT PLANT	\$822,407	Corp of Norfolk County		17/04/2003
Detra Builders Inc	PUMPING STATION	\$598,879	County of Haldimand		28/01/2004
Detra Builders Inc	BOOSTER PUMPING STATION EXPANSION	\$558,295	Regional Mun of Halton		10/12/2002
Detra Builders Inc	SEWAGE PUMPING STATION	\$470,265	City of Belleville		23/07/2004
Detra Builders Inc	PUMPING STATION	\$403,507	Town of Wasaga Beach		26/06/2002
Detra Builders Inc	WATER TREATMENT PLANT	\$352,134	City of Kawartha Lakes		22/07/2003
Detra Builders Inc	PUMPING STATION	\$218,913	Reg Mun of Waterloo(Purch)	01/03/2002	25/03/2002
Doran Contrs Ltd	\$22,387,000	1			
Doran Contrs Ltd	WATER POLLUTION CONTROL PLANT	\$22,387,000	Town of Renfrew	01/06/2007	24/05/2007
Dynor Construction Inc	\$22,479,000	1			
Dynor Construction Inc	WASTEWATER TREATMENT PLANT	\$22,479,000	Regional Municipality of Peel	01/02/2004	03/03/2004
Enviro-Con Eng & Const Ltd	\$12,996,517	14			
Enviro-Con Eng & Const Ltd	WATER TREATMENT PLANT	\$2,761,000	Mun of Arran-Elderslie	01/06/2005	30/05/2005
Enviro-Con Eng & Const Ltd	WASTEWATER TREATMENT PLANT	\$2,105,376	Reg Mun of Waterloo(Purch)	07/01/2008	14/07/2008
Enviro-Con Eng & Const Ltd	SEWAGE PUMPING STATION, SEWER AND FORCEMAIN	\$1,600,575	City of Guelph	01/06/2007	04/06/2007
Enviro-Con Eng & Const Ltd	PUMPING STATION & FORCEMAIN	\$1,558,000	City of Hamilton	01/09/2002	18/09/2002
Enviro-Con Eng & Const Ltd	SEWAGE PUMPING STATION UPGRADE	\$1,109,000	Regional Mun of Niagara	01/01/2004	08/01/2004
Enviro-Con Eng & Const Ltd	PUMPING STATION	\$1,038,826	Twp of Adjala/Tosorontio	10/01/2008	12/10/2008
Enviro-Con Eng & Const Ltd	PUMPING STATION & WELL	\$727,123	Regional Municipality of York	11/01/2007	11/07/2007
Enviro-Con Eng & Const Ltd	WASTEWATER PUMPING STATION	\$451,112	City of Stratford		02/07/2002
Enviro-Con Eng & Const Ltd	WATER TREATMENT PLANT	\$419,761	Municipality of Grey Highlands		24/02/2005
Enviro-Con Eng & Const Ltd	WASTEWATER TREATMENT PLANT	\$381,885	Regional Mun of Halton		16/05/2007
Enviro-Con Eng & Const Ltd	WATER TREATMENT PLANT	\$274,383	Reg Mun of Waterloo(Purch)		08/05/2007
Enviro-Con Eng & Const Ltd	BOOSTER STATION	\$199,876	City of Guelph		28/05/2004
Enviro-Con Eng & Const Ltd	WATER POLLUTION CONTROL PLANT UPGRADES	\$184,800	County of Haldimand	15/09/2002	09/09/2002
Enviro-Con Eng & Const Ltd	WATER POLLUTION CONTROL PLANT	\$184,800	County of Haldimand		26/09/2002
GENIVAR Const Ltd	\$19,247,000	1			
GENIVAR Const Ltd	WASTEWATER TREATMENT PLANT	\$19,247,000	Regional Municipality of Peel	01/04/2005	31/03/2005
Graham Const & Eng Inc	\$63,767,050	3			
Graham Const & Eng Inc	WATER POLLUTION CONTROL PLANT	\$37,948,050	Regional Municipality of York	12/01/2008	19/11/2008
Graham Const & Eng Inc	WATER FILTRATION PLANT	\$16,995,000	City of Timmins	01/06/2007	07/06/2007
Graham Const & Eng Inc	WASTEWATER TREATMENT PLANT ALTS	\$8,824,000	Regional Mun of Niagara	01/12/2005	19/12/2005
Groupe CRT Inc	\$14,000,000	1			
Groupe CRT Inc	GENERATING STATION, DAM RECONSTRUCTION, DRAINAGE	\$14,000,000	Innergex Inc	01/12/2003	20/08/2004
H2 Ontario	\$26,131,846	11			
H2 Ontario	WATER TREATMENT PLANT & RESERVOIR	\$8,458,250	Regional Municipality of York	06/01/2008	27/05/2008
H2 Ontario	WATER TREATMENT PLANT UPGRADES	\$5,724,794	Reg Mun of Waterloo(Purch)	01/01/2006	23/01/2006
H2 Ontario	WATER POLLUTION CONTROL PLANT ALTS	\$4,184,827	The Corp of Norfolk County	11/01/2008	12/02/2008
H2 Ontario	WATER POLLUTION CONTROL PLANT	\$2,794,480	County of Haldimand	01/04/2007	24/05/2007
H2 Ontario	WATER TREATMENT PLANT	\$1,504,000	County of Oxford(Public Works)	03/01/2008	03/05/2008
H2 Ontario	WATER POLLUTION CONTROL PLANT	\$1,445,035	County of Oxford		20/01/2004
H2 Ontario	WATER SUPPLY PLANT	\$763,000	Regional Mun of Durham	08/01/2007	17/08/2007
H2 Ontario	BOOSTER STATION	\$479,000	City of Owen Sound		19/10/2005
H2 Ontario	WATER FILTRATION PLANT	\$375,770	City of Orillia		09/11/2006
H2 Ontario	WATER POLLUTION CONTROL PLANT	\$252,700	Municipality of Brockton		03/11/2005

Contractor	Building Type	Value	Owner	Start Date	CMD Update
H2 Ontario	PUMPING STATION	\$149,990	Dist Mun of Muskoka(Pub Works)		27/10/2006
Hayman Const	\$73,142,830	8			
Hayman Const	POLLUTION CONTROL PLANT & PUMPING STATION	\$24,659,840	City of London(Purch)	01/11/2006	10/11/2006
Hayman Const	WASTEWATER TREATMENT PLANT EXPANSION	\$16,037,880	Mun of Chatham-Kent(Purch)	01/01/2003	17/01/2003
Hayman Const	PUMP STATION, PUMP STATION UPGRADES	\$8,589,000	City of London	06/01/2008	24/06/2008
Hayman Const	PUMPING STATION	\$7,132,620	City of Guelph	01/05/2006	26/04/2006
Hayman Const	WASTEWATER TREATMENT PLANT	\$6,789,150	Reg Mun of Waterloo(Purch)	01/09/2005	01/09/2005
Hayman Const	SEWAGE PUMPING STATION	\$4,132,340	Sifton Properties Ltd	31/03/2003	11/07/2003
Hayman Const	WATER SUPPLY & WATER TREATMENT PLANT	\$3,456,000	Twp Northern Bruce Peninsula	01/08/2004	11/08/2004
Hayman Const	PUMPING STATIONS ALTS	\$2,346,000	County of Oxford(Public Works)		20/12/2005
Hervé Pomerleau Inc	\$83,100,000	1			
Hervé Pomerleau Inc	WATER POLLUTION CONTROL PLANT UPGRADES	\$83,100,000	Utilities Kingston	01/07/2006	27/07/2006
HIRA Ltd	\$94,567,684	15			
HIRA Ltd	WATER TREATMENT PLANT	\$25,949,325	Town of Lakeshore	01/05/2006	05/06/2006
HIRA Ltd	POLLUTION CONTROL PLANT, SEWAGE PUMPING STATION	\$17,000,117	Twp of King	06/01/2008	06/12/2008
HIRA Ltd	WASTEWATER TREATMENT PLANT	\$11,945,451	Mun of Chatham-Kent	01/10/2003	28/10/2003
HIRA Ltd	POLLUTION CONTROL PLANT	\$9,305,966	Town of Essex	01/09/2004	24/09/2004
HIRA Ltd	PUMPING STATION UPGRADE & EXPANSION	\$5,938,713	Reg Mun of Waterloo(Purch)	01/01/2007	24/01/2007
HIRA Ltd	POLLUTION CONTROL PLANT, ADMINISTRATION BLDG	\$5,242,924	Leamington Pollution Plant	01/12/2004	23/12/2004
HIRA Ltd	WATER POLLUTION CONTROL PLANT UPGRADES	\$3,620,000	County of Brant	01/07/2003	22/07/2003
HIRA Ltd	WASTEWATER TREATMENT PLANT	\$3,290,161	County of Oxford(Public Works)	01/12/2005	20/12/2005
HIRA Ltd	SEWAGE PUMPING STATION	\$3,166,271	County of Oxford(Public Works)	01/07/2006	24/07/2006
HIRA Ltd	WATER TREATMENT PLANT	\$2,496,986	County of Oxford(Public Works)		16/08/2007
HIRA Ltd	WASTEWATER TREATMENT PLANT	\$2,187,076	Municipality of North Perth	01/08/2006	24/08/2006
HIRA Ltd	WASTEWATER TREATMENT PLANT	\$1,796,496	City of Orillia	01/07/2004	06/07/2004
HIRA Ltd	WATER TREATMENT PLANT	\$1,666,648	Ontario Clean Water Agency	01/08/2002	27/08/2002
HIRA Ltd	PUMPING STATION UPGRADES	\$590,338	City of London		16/02/2007
HIRA Ltd	POLLUTION CONTROL PLANT	\$371,212	City of London		26/01/2004
Industrial Elec Contr Ltd	\$29,560,469	8			
Industrial Elec Contr Ltd	TREATMENT PLANT	\$8,846,950	City of Toronto(Clerk)	01/01/2002	22/01/2002
Industrial Elec Contr Ltd	WATER TREATMENT PLANT	\$8,354,000	City of Toronto(Clerk)	01/09/2003	24/09/2003
Industrial Elec Contr Ltd	PUMPING STATION	\$5,323,250	Regional Municipality of York	01/09/2005	03/10/2005
Industrial Elec Contr Ltd	WATER POLLUTION CONTROL PLANT	\$4,697,390	Regional Municipality of York	08/01/2007	24/08/2007
Industrial Elec Contr Ltd	PUMPING STATION	\$1,116,649	City of Toronto(Clerk)		10/08/2005
Industrial Elec Contr Ltd	WATER TREATMENT PLANT UPGRADES	\$630,230	Regional Mun of Halton		25/09/2003
Industrial Elec Contr Ltd	SEWAGE PUMPING STATIONS	\$592,000	City of Toronto(Clerk)		20/07/2005
Industrial Elec Contr Ltd	WATER TREATMENT PLANT	\$0	City of Toronto		27/04/2007
J C Sulpher Const Ltd	\$20,910,274	7			
J C Sulpher Const Ltd	WASTEWATER TREATMENT PLANT	\$11,941,285	Twp of South Dundas	10/01/2007	09/12/2007
J C Sulpher Const Ltd	WATER TREATMENT PLANT	\$2,878,030	Twp of South Frontenac	01/05/2005	12/05/2005
J C Sulpher Const Ltd	PUMPING STATION	\$2,760,113	Corp of the Twp of Russell	09/01/2008	28/08/2008
J C Sulpher Const Ltd	PUMPING STATION & FORCEMAIN	\$2,510,870	City of Ottawa Supply Mgmt Div	01/07/2004	09/07/2004
J C Sulpher Const Ltd	WASTEWATER TREATMENT PLANT	\$369,759	City of Ottawa Supply Mgmt Div	01/05/2003	08/05/2003
J C Sulpher Const Ltd	BOOSTER STATION	\$280,927	Twp of South Stormont		26/10/2004
J C Sulpher Const Ltd	WATER PURIFICATION PLANT	\$169,290	City of Ottawa Supply Mgmt Div		21/06/2006
K & L Const (Ontario) Ltd	\$19,025,448	6			
K & L Const (Ontario) Ltd	WATER POLLUTION CONTROL PLANT & PUMPING STATION	\$10,000,000	City of Stratford(Engineering)	01/11/2003	18/11/2003

Contractor	Building Type	Value	Owner	Start Date	CMD Update
K & L Const (Ontario) Ltd	WATER TREATMENT PLANT UPGRADES	\$5,851,393	Town of Petrolia	01/03/2004	11/03/2004
K & L Const (Ontario) Ltd	WATER PUMPING STATION	\$1,113,687	City of London(Purch)		27/08/2003
K & L Const (Ontario) Ltd	WASTEWATER TREATMENT PLANT	\$1,000,000	Mun of North Middlesex	01/01/2006	18/01/2006
K & L Const (Ontario) Ltd	WATER TREATMENT PLANT	\$914,700	Municipality of West Elgin		17/09/2004
K & L Const (Ontario) Ltd	SEWAGE PUMPING STATION	\$145,668	City of London		20/11/2003
Kenaidan Contracting Ltd	\$484,713,000	12			
Kenaidan Contracting Ltd	WATER TREATMENT PLANT & PUMPING STATION	\$109,700,000	City of Barrie	07/01/2008	30/10/2008
Kenaidan Contracting Ltd	WATER POLLUTION CONTROL PLANT	\$86,000,000	Regional Mun of Durham	01/07/2005	12/09/2005
Kenaidan Contracting Ltd	WATER TREATMENT PLANT	\$75,677,000	Regional Municipality of Peel	08/01/2008	08/01/2008
Kenaidan Contracting Ltd	TREATMENT PLANT	\$45,970,500	City of Toronto(Clerk)	01/03/2005	07/03/2005
Kenaidan Contracting Ltd	WASTEWATER TREATMENT PLANT	\$40,257,000	Regional Municipality of Peel	01/05/2004	28/05/2004
Kenaidan Contracting Ltd	RESERVOIR & PUMPING STATION	\$38,200,000	Regional Municipality of Peel	01/10/2003	02/03/2004
Kenaidan Contracting Ltd	WASTEWATER TREATMENT PLANT	\$27,761,000	Regional Municipality of Peel	01/07/2006	06/07/2006
Kenaidan Contracting Ltd	WATER POLLUTION CONTROL TREATMENT PLANT EXPANSION	\$23,000,000	Town of Bradford W Gwillimbury	01/04/2007	08/06/2007
Kenaidan Contracting Ltd	WASTEWATER TREATMENT PLANT	\$10,970,000	Regional Municipality of Peel	01/05/2004	28/05/2004
Kenaidan Contracting Ltd	WASTEWATER TREATMENT PLANT	\$10,693,000	Regional Municipality of Peel	01/03/2004	15/03/2004
Kenaidan Contracting Ltd	WASTEWATER TREATMENT PLANT EXPANSION	\$8,727,000	City of Peterborough	19/04/2002	19/04/2002
Kenaidan Contracting Ltd	WATER POLLUTION CONTROL PLANT	\$7,757,500	Regional Municipality of York	01/03/2004	26/03/2004
King City Group Ltd	\$140,442,102	8			
King City Group Ltd	WASTEWATER TREATMENT PLANT EXPANSION	\$38,845,481	Regional Mun of Halton	01/06/2007	27/07/2007
King City Group Ltd	RESERVOIR AND PUMPING STATION	\$36,724,389	Regional Municipality of Peel	07/01/2008	26/06/2008
King City Group Ltd	WATER PURIFICATION PLANT	\$27,811,554	Regional Mun of Halton	01/03/2005	21/03/2005
King City Group Ltd	WATER TREATMENT PLANT UPGRADES	\$11,507,890	Regional Mun of Niagara	01/01/2004	08/01/2004
King City Group Ltd	SEWAGE TREATMENT PLANT EXPANSION	\$9,217,390	Twp of Essa	01/10/2004	06/10/2004
King City Group Ltd	WASTEWATER TREATMENT PLANT	\$7,826,470	City of Barrie	01/08/2002	29/07/2002
King City Group Ltd	WATER FILTRATION PLANT	\$7,195,000	City of Orillia	01/11/2003	26/11/2003
King City Group Ltd	WATER POLLUTION CONTROL PLANT & PUMPING STATION	\$1,313,928	Regional Mun of Halton	06/01/2008	13/06/2008
Kingdom Const Ltd	\$38,324,278	6			
Kingdom Const Ltd	WATER POLLUTION CONTROL PLANT	\$17,715,654	Town of Lakeshore	10/01/2008	16/10/2008
Kingdom Const Ltd	WASTEWATER TREATMENT PLANT UPGRADES	\$5,946,387	County of Oxford	01/03/2007	11/06/2007
Kingdom Const Ltd	STANDPIPE AND BOOSTER PUMPING STATION	\$5,457,726	City of North Bay	09/01/2008	11/12/2008
Kingdom Const Ltd	PUMPING STATION	\$3,786,730	Regional Municipality of Peel	05/01/2008	16/04/2008
Kingdom Const Ltd	SEWAGE PUMPING STATION	\$2,928,536	Regional Mun of Halton	07/01/2007	15/08/2007
Kingdom Const Ltd	WATER TREATMENT PLANT	\$2,489,245	Mun of Chatham-Kent(Purch)	11/01/2008	21/11/2008
Maple Eng & Const Canada Ltd	\$114,315,008	21			
Maple Eng & Const Canada Ltd	WATER TREATMENT PLANT	\$16,587,299	Regional Mun of Niagara	01/10/2003	21/10/2003
Maple Eng & Const Canada Ltd	WATER TREATMENT PLANT UPGRADE	\$11,800,000	Dist Mun of Muskoka(Pub Works)	01/06/2004	25/06/2004
Maple Eng & Const Canada Ltd	WASTEWATER TREATMENT PLANT	\$11,539,844	Regional Municipality of Peel	01/07/2005	04/08/2005
Maple Eng & Const Canada Ltd	WATER AND WASTEWATER TREATMENT PLANT	\$8,900,000	Twp of Severn	01/09/2003	18/09/2003
Maple Eng & Const Canada Ltd	PUMPING STATION	\$8,563,000	City of Barrie	01/08/2006	21/08/2006
Maple Eng & Const Canada Ltd	PUMPING STATION EXPANSION	\$7,375,307	Regional Municipality of Peel	01/11/2002	25/11/2002
Maple Eng & Const Canada Ltd	WATER POLLUTION CONTROL PLANT	\$6,738,375	Loyalist Township	07/01/2008	07/03/2008
Maple Eng & Const Canada Ltd	WASTEWATER TREATMENT PLANT	\$6,576,631	City of Hamilton(Purchasing)	01/11/2004	04/11/2004
Maple Eng & Const Canada Ltd	WATER TREATMENT PLANT	\$6,541,113	City of Clarence-Rockland	01/01/2003	20/01/2003
Maple Eng & Const Canada Ltd	SEWAGE PUMPING STATION	\$6,072,500	Regional Mun of Halton	01/06/2007	08/06/2007
Maple Eng & Const Canada Ltd	WASTEWATER TREATMENT PLANT	\$4,746,312	Regional Mun of Halton	01/04/2004	04/06/2004
Maple Eng & Const Canada Ltd	WATER POLLUTION CONTROL PLANT ALTS	\$4,316,137	Regional Municipality of York	11/01/2007	11/07/2007
Maple Eng & Const Canada Ltd	RESERVOIR & BOOSTER PUMPING STATION	\$4,150,600	Regional Mun of Niagara	01/11/2005	18/11/2005
Maple Eng & Const Canada Ltd	BOOSTER PUMPING STATION	\$2,599,900	Town of Innisfil	01/07/2006	11/08/2006

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Maple Eng & Const Canada Ltd	WATER TREATMENT PLANT ALTS	\$2,319,900	City of Hamilton(Purchasing)	01/01/2008	01/10/2008
Maple Eng & Const Canada Ltd	SEWAGE PUMPING STATIONS	\$1,961,000	Loyalist Township	03/01/2008	22/02/2008
Maple Eng & Const Canada Ltd	WASTEWATER TREATMENT PLANT	\$1,500,000	Acres & Associated Env Ltd	08/05/2002	08/05/2002
Maple Eng & Const Canada Ltd	WATER TREATMENT PLANT	\$1,000,000	Twp of Smith-Ennismore	01/08/2003	04/09/2003
Maple Eng & Const Canada Ltd	PUMPING STATION UPGRADES	\$645,540	Regional Municipality of York	10/01/2007	28/09/2007
Maple Eng & Const Canada Ltd	PUMPING STATION	\$381,550	Regional Municipality of York	01/05/2003	23/05/2003
Maple Eng & Const Canada Ltd	WASTEWATER TREATMENT PLANT	\$0	Regional Municipality of Peel		18/01/2008
McKay-Cocker Const Ltd	\$27,375,000	5			
McKay-Cocker Const Ltd	WASTEWATER TREATMENT PLANT	\$13,795,000	Mun of Chatham-Kent(Purch)	11/01/2008	21/11/2008
McKay-Cocker Const Ltd	WATER RECLAMATION PLANT	\$11,845,000	City of Windsor	01/06/2005	15/06/2005
McKay-Cocker Const Ltd	PUMPING STATION	\$1,735,000	City of London(Purch)		26/02/2003
McNally Construction Inc	WATER POLLUTION CONTROL PLANT	\$8,513,000	Regional Mun of Durham	01/08/2005	12/09/2005
McNally Construction Inc	WATER TREATMENT PLANT	\$5,284,100	Town of Saugeen Shores	06/01/2008	13/12/2007
Memme Construction	\$17,749,809	1			
Memme Construction	WATER TRANSMISSION MAIN, BOOSTER PUMPING STATION	\$17,749,809	Town of Innisfil	01/06/2005	21/06/2005
Nadeco Limited	\$35,344,275	17			
Nadeco Limited	WATER POLLUTION CONTROL PLANT UPGRADES	\$10,025,431	City of Brantford	31/07/2006	21/07/2006
Nadeco Limited	SEWAGE PUMPING STATION	\$4,681,267	Town of Bradford W Gwillimbury	01/07/2005	08/08/2005
Nadeco Limited	PUMPING STATION	\$4,246,175	Regional Municipality of York	01/09/2004	14/09/2004
Nadeco Limited	WATER POLLUTION CONTROL PLANT	\$4,000,000	Twp of Severn	01/10/2006	17/10/2006
Nadeco Limited	FIREHALL & PUMPING STATION ALTS	\$2,931,307	Regional Municipality of Peel	01/01/2005	15/02/2005
Nadeco Limited	PUMPING STATION	\$2,230,366	Regional Municipality of York	01/10/2003	15/10/2003
Nadeco Limited	WATER TREATMENT PLANT ALTS	\$1,818,668	City of Hamilton(Purchasing)	11/01/2008	20/11/2008
Nadeco Limited	WATER POLLUTION CONTROL PLANT	\$1,425,698	Regional Municipality of York	01/06/2007	07/06/2007
Nadeco Limited	WATER TREATMENT PLANT	\$1,163,269	Municipality of Grey Highlands		18/06/2004
Nadeco Limited	PUMPING STATION	\$1,147,181	Reg Mun of Waterloo(Purch)	15/05/2002	15/05/2002
Nadeco Limited	WATER TREATMENT PLANT UPGRADE	\$550,000	Mun of Meaford		24/03/2003
Nadeco Limited	WASTEWATER PUMPING STATION	\$472,399	Regional Mun of Halton		09/06/2003
Nadeco Limited	WATER TREATMENT PLANT UPGRADES	\$282,354	Reg Mun of Waterloo	01/03/2002	25/03/2002
Nadeco Limited	BOOSTER PUMPING STATION	\$243,986	Town of Collingwood		28/08/2006
Nadeco Limited	PUMPING STATION	\$126,174	Corp of Norfolk County		08/01/2002
Nadeco Limited	WASTEWATER TREATMENT PLANT	\$0	Town of Parry Sound		18/01/2008
Nadeco Limited	WASTEWATER TREATMENT PLANT	\$0	City of Hamilton(Purchasing)		18/01/2008
NDL Construction Ltd	\$15,443,272	3			
NDL Construction Ltd	WATER TREATMENT PLANT	\$7,282,624	Ontario First Nations	01/02/2007	11/01/2007
NDL Construction Ltd	WATER TREATMENT PLANT	\$4,646,000	Wabaseemoong Independent Ntns	15/10/2002	12/06/2003
NDL Construction Ltd	WATER TREATMENT PLANT UPGRADE	\$3,514,648	Wunnumin Lake First Nations		01/03/2004
New Resource Gen Contr Inc	\$31,230,750	9			
New Resource Gen Contr Inc	WASTEWATER TREATMENT PLANT	\$23,580,000	City of Toronto	07/01/2008	09/05/2008
New Resource Gen Contr Inc	WASTEWATER TREATMENT PLANT	\$4,127,000	Regional Municipality of Peel		11/11/2003
New Resource Gen Contr Inc	WASTEWATER TREATMENT PLANT	\$938,000	City of Hamilton(Purchasing)		26/07/2005
New Resource Gen Contr Inc	WASTEWATER TREATMENT PLANT	\$904,000	Regional Mun of Halton	11/01/2007	22/10/2007
New Resource Gen Contr Inc	TREATMENT PLANT	\$674,000	City of Toronto(Clerk)		16/08/2006
New Resource Gen Contr Inc	SEWAGE TREATMENT PLANT	\$369,000	Regional Mun of Halton		09/03/2005
New Resource Gen Contr Inc	WASTEWATER PUMPING STATION	\$333,000	Regional Municipality of Peel		24/08/2006
New Resource Gen Contr Inc	WASTEWATER TREATMENT PLANT	\$222,000	Regional Mun of Halton	11/01/2007	24/10/2007
New Resource Gen Contr Inc	WATER PURIFICATION PLANT	\$83,750	Regional Mun of Halton		23/08/2006
North America Const (1993) Ltd	\$653,456,341	23			
North America Const (1993) Ltd	WATER POLLUTION CONTROL PLANT	\$153,873,943	Regional Municipality of York	10/01/2007	28/09/2007

Contractor	Building Type	Value	Owner	Start Date	CMD Update
North America Const (1993) Ltd	WATER TREATMENT PLANT	\$56,876,000	Regional Municipality of Peel	01/02/2005	15/02/2005
North America Const (1993) Ltd	WATER PURIFICATION PLANT	\$55,769,000	Regional Mun of Halton	01/06/2006	12/07/2006
North America Const (1993) Ltd	SEWAGE TREATMENT PLANT EXPANSION	\$50,966,000	City of Thunder Bay(Eng Div)	24/08/2002	16/08/2002
North America Const (1993) Ltd	WATER POLLUTION CONTROL PLANT UPGRADE	\$48,173,295	City of Sault Ste Marie	01/07/2004	07/07/2004
North America Const (1993) Ltd	WATER TREATMENT PLANT EXPANSION	\$46,241,000	City of Thunder Bay(Mats-Mgmt)	04/05/2004	04/05/2004
North America Const (1993) Ltd	WATER POLLUTION CONTROL PLANT	\$39,760,277	Regional Municipality of York	06/01/2008	18/06/2008
North America Const (1993) Ltd	WATER PURIFICATION PLANT	\$38,712,260	City of Ottawa Supply Mgmt Div	01/04/2007	11/04/2007
North America Const (1993) Ltd	WASTEWATER TREATMENT PLANT	\$38,318,000	Regional Municipality of Peel	01/08/2004	14/09/2004
North America Const (1993) Ltd	SEWAGE TREATMENT PLANT	\$26,773,000	Municipality of Port Hope	01/08/2006	09/08/2006
North America Const (1993) Ltd	WATER POLLUTION CONTROL PLANT	\$18,830,152	City of Pembroke	01/09/2004	17/09/2004
North America Const (1993) Ltd	WATER TREATMENT PLANT	\$17,477,000	Municipality of Port Hope		29/04/2003
North America Const (1993) Ltd	WATER TREATMENT PLANT UPGRADES	\$17,365,088	The City of Greater Sudbury	03/06/2002	03/06/2002
North America Const (1993) Ltd	WATER TREATMENT PLANT	\$9,668,000	Town of Kapuskasing	01/01/2004	19/01/2004
North America Const (1993) Ltd	WASTEWATER TREATMENT PLANT EXPANSION	\$6,842,751	Regional Mun of Halton	01/12/2002	10/12/2002
North America Const (1993) Ltd	WATER POLLUTION CONTROL PLANT	\$5,563,232	Regional Mun of Durham	01/06/2004	09/07/2004
North America Const (1993) Ltd	WATER TREATMENT PLANT	\$5,000,000	Greater Napanee Utilities	01/05/2003	14/05/2003
North America Const (1993) Ltd	WATER POLLUTION CONTROL PLANT	\$4,786,548	Regional Municipality of York	07/01/2008	07/10/2008
North America Const (1993) Ltd	WATER TREATMENT PLANT	\$3,987,753	Town of Thessalon	01/05/2004	31/05/2004
North America Const (1993) Ltd	WASTEWATER TREATMENT PLANT UPGRADES	\$2,945,333	Regional Mun of Halton		26/11/2003
North America Const (1993) Ltd	WATER TREATMENT PLANT ALTS	\$2,046,000	Town of Laurentian Hills	01/12/2002	02/01/2003
North America Const (1993) Ltd	WATER TREATMENT PLANT	\$1,817,000	City of Pembroke	01/12/2003	19/12/2003
North America Const (1993) Ltd	WASTEWATER PUMPING STATION	\$1,664,709	Regional Mun of Halton		15/07/2003
Parkwest Projects Ltd	\$15,989,000	2			
Parkwest Projects Ltd	WATER TREATMENT PLANT	\$12,145,000	Municipality of Red Lake	31/05/2003	27/08/2003
Parkwest Projects Ltd	WATER TREATMENT PLANT	\$3,844,000	Kasabonika Lake First Nation	01/01/2004	01/03/2004
Peak Engineering & Const Ltd	\$65,691,137	26			
Peak Engineering & Const Ltd	WASTEWATER TREATMENT PLANT EXPANSION	\$14,847,000	City Peterborough(Fin & Adm)	01/10/2006	14/07/2003
Peak Engineering & Const Ltd	WASTEWATER TREATMENT PLANT	\$8,183,700	Twp Havelock-Belmont-Methuen	11/01/2008	16/09/2008
Peak Engineering & Const Ltd	WASTEWATER TREATMENT PLANT	\$8,087,060	Dist Mun of Muskoka(Pub Works)	01/02/2005	25/10/2004
Peak Engineering & Const Ltd	WATER FILTRATION PLANT	\$7,477,200	City of Kingston	01/09/2004	06/07/2004
Peak Engineering & Const Ltd	WATER TREATMENT PLANT	\$5,730,900	Peterborough Utilites Services	06/05/2002	07/03/2002
Peak Engineering & Const Ltd	WATER TREATMENT PLANT	\$5,080,200	Dist Mun of Muskoka(Pub Works)	01/12/2002	25/09/2002
Peak Engineering & Const Ltd	WATER POLLUTION CONTROL PLANT	\$3,599,000	Town of Cobourg	07/01/2008	07/03/2008
Peak Engineering & Const Ltd	WATER TREATMENT PLANT UPGRADES	\$2,676,394	City of Kawartha Lakes	09/01/2007	25/10/2004
Peak Engineering & Const Ltd	PUMPING STATION/RESERVOIR	\$1,287,210	City of Kawartha Lakes(Purch)	01/04/2004	05/03/2004
Peak Engineering & Const Ltd	WATER POLLUTION CONTROL PLANT	\$1,003,981	City of Belleville		12/09/2005
Peak Engineering & Const Ltd	WASTE WATER TREATMENT PLANT UPGRADES	\$1,000,000	City of Peterborough	10/01/2006	28/05/2004
Peak Engineering & Const Ltd	WATER POLLUTION CONTROL PLANT	\$969,885	City of Belleville	07/01/2008	11/06/2008
Peak Engineering & Const Ltd	SEWAGE PUMPING STATION	\$704,900	Regional Municipality of York	08/01/2007	16/05/2007
Peak Engineering & Const Ltd	RESERVOIR AND PUMPING STATION	\$677,310	City of Kawartha Lakes(Purch)		26/10/2005
Peak Engineering & Const Ltd	WATER TREATMENT PLANT	\$592,780	Twp of North Glengarry		27/01/2000
Peak Engineering & Const Ltd	WATER TREATMENT PLANT	\$559,750	City of Kingston	04/01/2008	26/10/2005
Peak Engineering & Const Ltd	WATER PUMPING STATION	\$525,760	Peterborough Utilities Srvs	05/01/2008	11/06/2008
Peak Engineering & Const Ltd	WATER POLLUTION CONTROL PLANT	\$500,000	Town of Cobourg	01/05/2003	14/04/2003
Peak Engineering & Const Ltd	PUMPING STATION	\$478,800	City of Quinte West	05/01/2008	11/06/2008
Peak Engineering & Const Ltd	WATER TREATMENT PLANT UPGRADES	\$396,649	Loyalist Township		29/07/2002
Peak Engineering & Const Ltd	SEWAGE PUMPING STATION	\$306,022	Lakefront Utility Services Inc	11/01/2007	30/10/2007
Peak Engineering & Const Ltd	WATER SUPPLY PLANT	\$302,700	Regional Mun of Durham		21/11/2006
Peak Engineering & Const Ltd	BOOSTER PUMPING STATION	\$288,108	City of Belleville		12/09/2005

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Peak Engineering & Const Ltd	WATER POLLUTION CONTROL PLANT UPGRADES	\$193,028	City of Belleville		08/09/2004
Peak Engineering & Const Ltd	BOOSTER PUMPING STATION	\$122,800	Greater Napanee Utilites		30/10/2007
Peak Engineering & Const Ltd	WATER TREATMENT PLANT	\$100,000	Twp of North Glengarry		05/03/2004
Pedersen Construction Inc	\$18,064,475	6			
Pedersen Construction Inc	WATER TREATMENT AND SEWAGE TREATMENT PLANTS	\$6,510,610	Nipissing First Nation	11/01/2008	11/12/2007
Pedersen Construction Inc	SEWAGE TREATMENT PLANT, LIFT STATION UPGRADES	\$5,800,000	Township of McGarry	01/08/2006	11/08/2006
Pedersen Construction Inc	BOOSTER STATION	\$2,852,160	City of Timmins	12/01/2008	12/04/2008
Pedersen Construction Inc	WATER TREATMENT PLANT	\$1,954,080	Town of Cobalt	01/08/2004	31/08/2004
Pedersen Construction Inc	WATER TREATMENT PLANTS	\$854,395	Temiskaming Shores/City of	01/02/2005	02/03/2005
Pedersen Construction Inc	SEWAGE PUMPING STATION	\$93,230	City of Temiskaming Shores	12/01/2008	27/11/2008
Romag Contracting	\$26,908,000	3			
Romag Contracting	WASTEWATER TREATMENT PLANT	\$20,430,000	Regional Municipality of Peel	11/01/2008	10/03/2008
Romag Contracting	RESERVOIR & WATER BOOSTER PUMPING STATION	\$3,725,000	Regional Mun of Niagara	01/10/2005	03/11/2005
Romag Contracting	PUMPING STATION UPGRADES	\$2,753,000	Regional Municipality of Peel	01/10/2006	10/10/2006
Stone Town Const Ltd	\$50,342,256	13			
Stone Town Const Ltd	WATER TREATMENT PLANT	\$13,144,237	Municipality of West Elgin	10/01/2007	11/01/2007
Stone Town Const Ltd	WATER TREATMENT PLANT	\$10,722,100	Mun of Chatham-Kent(Purch)	19/04/2002	19/04/2002
Stone Town Const Ltd	PUMPING STATION	\$7,087,680	City of Brantford	01/05/2004	21/04/2004
Stone Town Const Ltd	POLLUTION CONTROL PLANT	\$4,048,880	City of London	01/05/2005	02/05/2005
Stone Town Const Ltd	STORMWATER PUMP STATION	\$3,330,000	Mun of Chatham-Kent(Purch)	08/01/2007	15/08/2007
Stone Town Const Ltd	SEWAGE PUMPING STATION, FORCEMAIN	\$2,996,947	County of Brant	01/04/2007	11/06/2007
Stone Town Const Ltd	SANITARY SEWAGE PUMPING STATION	\$2,871,104	City of Kitchener		28/06/2004
Stone Town Const Ltd	PUMPING STATION	\$2,400,000	Municipality of West Perth		28/10/2003
Stone Town Const Ltd	WASTEWATER TREATMENT PLANT	\$1,499,396	County of Oxford	10/04/2002	10/04/2002
Stone Town Const Ltd	WATER TREATMENT PLANT	\$1,342,000	Town of Goderich		26/05/2004
Stone Town Const Ltd	WATER POLLUTION CONTROL PLANT	\$560,186	County of Oxford		17/07/2002
Stone Town Const Ltd	PUMPING STATION UPGRADE	\$339,726	City of London(Purch)		08/07/2002
Stone Town Const Ltd	PUMPING STATION & FORCEMAIN UPGRADE	\$0	Reg Mun of Waterloo(Purch)		17/04/2006
Sutherland-Schultz Ltd	\$24,028,554	7			
Sutherland-Schultz Ltd	TREATMENT PLANT	\$8,780,000	City of Toronto(Clerk)		24/09/2002
Sutherland-Schultz Ltd	WASTEWATER TREATMENT PLANT	\$5,714,300	Regional Municipality of Peel	01/02/2004	06/02/2004
Sutherland-Schultz Ltd	PUMPING STATIONS	\$4,942,744	City of Toronto	10/01/2007	17/10/2007
Sutherland-Schultz Ltd	WASTEWATER TREATMENT PLANT	\$2,167,571	City of Hamilton(Purchasing)	01/07/2003	20/08/2003
Sutherland-Schultz Ltd	WATER PURIFICATION PLANT	\$1,481,000	City of Owen Sound	01/07/2003	17/07/2003
Sutherland-Schultz Ltd	PUMPING STATION ALTS	\$537,009	City of Toronto(Clerk)		29/01/2004
Sutherland-Schultz Ltd	PUMPING STATION	\$405,930	Regional Mun of Halton		18/11/2002
T R Hinan Const Ltd	\$14,897,430	6			
T R Hinan Const Ltd	WASTEWATER TREATMENT PLANT	\$5,649,000	Regional Mun of Niagara	01/06/2004	07/06/2004
T R Hinan Const Ltd	PUMPING STATION UPGRADES	\$3,048,430	Regional Mun of Halton	01/03/2005	09/03/2005
T R Hinan Const Ltd	WATER TREATMENT PLANT UPGRADES	\$2,629,000	Regional Mun of Niagara	01/01/2004	26/01/2004
T R Hinan Const Ltd	PUMPING STATION	\$1,760,000	Regional Mun of Halton	01/04/2007	11/04/2007
T R Hinan Const Ltd	WATER TREATMENT PLANT	\$1,016,000	Regional Mun of Niagara	01/12/2005	19/12/2005
T R Hinan Const Ltd	WASTEWATER TREATMENT PLANT	\$795,000	Regional Mun of Niagara		11/02/2004
Thomas Fuller Const Co (1958)	\$45,868,121	6			
Thomas Fuller Const Co (1958)	WATER TREATMENT PLANT	\$22,885,000	Town of Smiths Falls	11/01/2007	11/02/2007
Thomas Fuller Const Co (1958)	WATER TREATMENT PLANT UPGRADES	\$8,727,410	Town of Renfrew, Dev & Works	30/06/2003	17/07/2003
Thomas Fuller Const Co (1958)	PUMPING STATION	\$5,175,977	City of Ottawa Supply Mgmt Div	01/07/2005	08/08/2005
Thomas Fuller Const Co (1958)	WATER TREATMENT PLANT	\$4,485,734	Corp The Nation Municipality	01/07/2007	28/06/2007
Thomas Fuller Const Co (1958)	PUMPING STATION	\$4,478,000	City of Ottawa(Supply Mgmt)	05/01/2008	14/05/2008

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Thomas Fuller Const Co (1958)	PUMPING STATION	\$116,000	City of Ottawa Supply Mgmt Div		21/01/2005
Torbear Contracting Inc	\$82,099,670	3			
Torbear Contracting Inc	WATER TREATMENT PLANT	\$42,732,679	City of Toronto(Clerk)	01/11/2006	22/11/2006
Torbear Contracting Inc	WATER TREATMENT PLANT	\$37,970,091	City of North Bay	01/03/2006	20/03/2006
Torbear Contracting Inc	WATER TREATMENT PLANT	\$1,396,900	City of Toronto		28/09/2007
V Gibbons Contrg Ltd	\$33,188,748	5			
V Gibbons Contrg Ltd	PUMPING STATION & TREATMENT FACILITY	\$25,161,089	Regional Mun of Niagara	01/12/2005	02/12/2005
V Gibbons Contrg Ltd	SEWER & PUMPING STATION	\$3,679,742	City of Niagara Falls	12/01/2007	30/11/2007
V Gibbons Contrg Ltd	PUMPING STATION, FORCEMAIN	\$2,028,742	City of Niagara Falls		12/02/2007
V Gibbons Contrg Ltd	PUMPING STATION & FORCEMAIN	\$1,383,414	Regional Mun of Niagara	10/01/2008	16/10/2008
V Gibbons Contrg Ltd	PUMPING STATION	\$935,761	Regional Mun of Niagara		18/06/2004
W A Stephenson Mech Contr Ltd	\$16,269,533	27			
W A Stephenson Mech Contr Ltd	PUMPING STATION	\$1,959,000	City of Toronto		28/09/2007
W A Stephenson Mech Contr Ltd	PUMPING STATION	\$1,751,857	City of Toronto	01/01/2009	22/12/2008
W A Stephenson Mech Contr Ltd	PUMPING STATION	\$1,310,000	Regional Municipality of Peel	01/07/2004	20/07/2004
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT	\$1,085,000	City of Hamilton(Purchasing)		02/02/2007
W A Stephenson Mech Contr Ltd	PUMPING STATION	\$895,000	Regional Mun of Durham		10/11/2004
W A Stephenson Mech Contr Ltd	WATER TREATMENT PLANT	\$893,450	City of Quinte West		16/06/2004
W A Stephenson Mech Contr Ltd	TREATMENT PLANT	\$861,441	City of Toronto(Clerk)		30/11/2005
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT UPGRADES	\$847,440	Town of Parry Sound		19/11/2003
W A Stephenson Mech Contr Ltd	WATER TREATMENT PLANT	\$798,000	City of Toronto		31/07/2007
W A Stephenson Mech Contr Ltd	WATER POLLUTOIN CONTROL PLANT	\$791,000	Regional Municipality of York		21/10/2002
W A Stephenson Mech Contr Ltd	SEWAGE PUMPING STATION	\$716,900	Regional Municipality of York		29/05/2006
W A Stephenson Mech Contr Ltd	WATER TREATMENT PLANT	\$615,000	Regional Municipality of Peel		12/11/2004
W A Stephenson Mech Contr Ltd	PUMPING STATION	\$596,000	City of Toronto(Clerk)		13/10/2004
W A Stephenson Mech Contr Ltd	SEWAGE PUMPING STATION	\$495,000	Loyalist Township		23/08/2005
W A Stephenson Mech Contr Ltd	WATER TREATMENT PLANT	\$400,000	City of Toronto(Clerk)		16/08/2006
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT	\$358,000	Twp of Springwater		15/11/2004
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT	\$358,000	City of Hamilton(Purchasing)		29/09/2006
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT	\$293,180	Regional Mun of Halton		22/03/2006
W A Stephenson Mech Contr Ltd	SEWAGE PUMPING STATION	\$244,000	Town of Parry Sound		27/11/2002
W A Stephenson Mech Contr Ltd	FILTRATION PLANT	\$214,240	City of Toronto(Clerk)		23/06/2004
W A Stephenson Mech Contr Ltd	WATER POLLUTION CONTROL PLANT	\$204,000	Regional Mun of Durham		30/04/2003
W A Stephenson Mech Contr Ltd	SEWAGE PUMPING STATION	\$179,000	Regional Mun of Durham	09/01/2007	22/08/2007
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT	\$176,550	Regional Mun of Halton		18/11/2003
W A Stephenson Mech Contr Ltd	WATER PURIFICATION PLANT	\$128,500	Regional Mun of Halton		16/07/2003
W A Stephenson Mech Contr Ltd	WATER POLLUTION CONTROL PLANT	\$98,975	Regional Municipality of York		26/08/2003
W A Stephenson Mech Contr Ltd	WATER TREATMENT PLANT UPGRADES	\$0	Regional Municipality of Peel		18/04/2006
W A Stephenson Mech Contr Ltd	WASTEWATER TREATMENT PLANT UPGRADE	\$0	City of Hamilton(Purchasing)		27/03/2006
Wellington Const Ltd	\$52,206,042	26			
Wellington Const Ltd	WASTEWATER TREATMENT PLANT	\$12,273,740	Twp of Wellington North	01/06/2007	18/06/2007
Wellington Const Ltd	WASTE WATER SEWAGE TREATMENT PLANT	\$5,000,000	Georgian Villas Inc	15/07/2007	16/07/2007
Wellington Const Ltd	WATER TREATMENT PLANT	\$4,599,000	Town of the Blue Mountains	07/01/2008	07/04/2008
Wellington Const Ltd	PUMPING STATION UPGRADE	\$4,494,000	Regional Mun of Halton	20/08/2002	20/08/2002
Wellington Const Ltd	SEWAGE TREATMENT PLANT	\$3,252,800	Twp of Middlesex Centre	01/06/2003	08/07/2003
Wellington Const Ltd	WATER POLLUTION CONTROL PLANT UPGRADES	\$2,689,220	Town of Goderich	27/07/2006	27/07/2006
Wellington Const Ltd	WATER TREATMENT PLANT	\$2,555,160	Mun of Kincardine		05/12/2005
Wellington Const Ltd	WASTEWATER TREATMENT PLANT	\$1,761,614	Reg Mun of Waterloo(Purch)	21/03/2003	21/03/2003
Wellington Const Ltd	WATER TREATMENT PLANT	\$1,733,400	Reg Mun of Waterloo(Purch)	01/10/2002	18/10/2002

Contractor	Building Type	Value	Owner	Start Date	CMD Update
Wellington Const Ltd	WATER TREATMENT PLANT	\$1,685,000	Twp of Georgian Bluffs	01/01/2008	24/01/2008
Wellington Const Ltd	WATER PURIFICATION PLANT	\$1,583,814	Regional Mun of Halton	01/01/2002	02/01/2002
Wellington Const Ltd	WATER BOOSTER PUMPING STATION	\$1,399,000	Town of the Blue Mountains	01/08/2006	04/08/2006
Wellington Const Ltd	WASTEWATER TREATMENT PLANT	\$1,173,000	Municipality of North Perth		03/01/2006
Wellington Const Ltd	SEWAGE PUMPING STATION	\$1,000,000	Town of The Blue Mountains		16/06/2005
Wellington Const Ltd	WATER TREATMENT PLANT & PUMPHOUSES	\$935,180	Municipality of West Grey		30/07/2004
Wellington Const Ltd	WATER POLLUTION CONTROL PLANT	\$918,060	Mun of Meaford		08/04/2004
Wellington Const Ltd	WASTEWATER PUMPING STATION	\$915,920	City of Cambridge		17/05/2005
Wellington Const Ltd	SEWAGE PUMPING STATION	\$812,130	Twp of Centre Wellington		24/04/2002
Wellington Const Ltd	WATER POLLUTION CONTROL PLANT	\$762,400	Town of Collingwood		22/12/2003
Wellington Const Ltd	WATER TREATMENT PLANT	\$671,960	Town of The Blue Mountains		23/10/2003
Wellington Const Ltd	SEWAGE PUMPING STATION	\$640,000	Town of Wasaga Beach		29/11/2004
Wellington Const Ltd	WATER TREATMENT PLANT UPGRADES	\$500,000	Twp of Clearview	01/04/2007	03/04/2007
Wellington Const Ltd	WATER POLLUTION CONTROL PLANT	\$396,542	Town of Orangeville		20/01/2004
Wellington Const Ltd	WATER TREATMENT PLANT & PUMPHOUSE	\$307,732	Municipality of West Grey		20/10/2004
Wellington Const Ltd	SEWAGE PUMPING STATION	\$146,370	Town of Shelburne		17/10/2008
Wellington Const Ltd	WASTEWATER TREATMENT PLANT	\$0	City of Guelph		11/04/2006
Yukon Const Inc	\$16,896,910	2			
Yukon Const Inc	SEWAGE PUMPING STATION	\$13,780,000	Regional Municipality of York	01/11/2006	09/11/2006
Yukon Const Inc	PUMPING STATION	\$3,116,910	Regional Municipality of York	01/03/2005	03/03/2005

Total Number of Projects 409
Total Projects Value \$3,280,873,570

Appendix D

2009 'Shovel Ready' Water and Wastewater Projects

2009 'Shovel Ready' Municipal Infrastructure Projects

City	Project	Value
Barrie	Water Pollution Control Center Phase 2 Expansion (continuation)	\$36,300,000
Barrie	Surface Water Treatment Plant (continuation)	\$62,700,000
Cornwall	Flood Reduction	\$25,000
Cornwall	Andre Ave / MacDonald Ave.	\$880,000
Cornwall	Sanitary/Combined Sewers	\$100,000
Cornwall	Water Distribution	\$800,000
Cornwall	Water Distribution	\$725,000
Cornwall	Water Treatment Plant	\$400,000
Durham	Ajax Water Supply Plant SCADA system	\$5,400,000
Durham	Oshawa Water Supply Plant Upgrades	\$14,000,000
Durham	Zone 1 Feedermain on Brock Rd.	\$9,725,000
Durham	Zone 2 Brock Rd. Pumping Station (2.4 MIGD)	\$2,800,000
Durham	Construction of Bonner Park Well and Pumphouse.	\$1,400,000
Durham	Replacement of the watermain on Lincoln Ave.	\$720,000
Durham	Intake crib chlorine line replacement at the water supply plants	\$750,000
Durham	Replacement of the watermain on Farewell St.	\$686,000
Durham	Replacement of the watermain on Kings Cres.	\$922,000
Durham	Replacement of the watermain on Hopkins St.	\$410,000
Durham	Replacement of the watermain on Burns St.	\$361,000
Durham	Cemetery Rd. from Toronto St. to 600m northerly, Uxbridge	\$484,000
Durham	Replacement of polybutylene service connection in various locations.	\$140,000,000

2009 'Shovel Ready' Municipal Infrastructure Projects

City	Project	Value
Durham	Duffin Creek Water Pollution Control Plant Expansion	\$82,240,000
Durham	Duffin Creek Water Pollution Control Plant Heat Exchanger No. 2 Replacement	\$685,000
Durham	Duffin Creek Water Pollution Control Plant -Phosphorous Removal Upgrades	\$1,785,000
Durham	Duffin Creek Water Pollution Control Plant SCADA Replacement	\$420,000
Durham	Harbour Street Sanitary Sewerage Pumping Station – New pump required	\$300,000
Durham	Replacement of the watermain on Kings Cres. from Harwood Ave. to Burcher Rd., Ajax (Phase 1 and 2)	\$890,000
Durham	Replacement of the watermain on Farewell St. from Marwood Dr. to Harbour Rd. and from Wentworth St. to Raleigh Rd., Oshawa	\$285,000
Halton	Oakville South East Wastewater Treatment plant upgrades	\$5,000,000
Halton	Acton WWTP & Inlet Works	\$38,000,000
Halton	Oakville South West Wastewater Treatment plant upgrade	\$28,000,000
Halton	Washburn water booster station expansion & rehabilitation	\$29,000,000
Hamilton	Repair and Maintenance of Existing Water and Wastewater Infrastructure	\$200,000,000
Huron-East	Egmondville Sewers	\$4,335,470
Huron-East	Seaforth Sewer Plant Expansion	\$1,200,000
Kingston	Kingston West Water Plant Upgrades (key upgrades to the Kingston West Water Treatment Plant - necessary for provision of safe reliable water to the residents)	\$75,000,000

2009 'Shovel Ready' Municipal Infrastructure Projects

City	Project	Value
Kingston	Downtown Action Plan - Princess Street (road rehabilitation and replacement of underground utility infrastructure (storm and sanitary sewers, waterlines, electrical, telecommunications and fibre optics)	\$90,000,000
Kitchener	Lackner Blvd. by Zeller Dr.	\$210,000
Kitchener	Boundbrook Cres. and Edenbridge Pl.	\$96,000
Kitchener	Sutherland Walk	\$7,200
Kitchener	Kilkerran Cres.	\$34,800
Kitchener	Huron Business Park - Pond 3	\$214,200
Kitchener	Huron Business Park - McBrine Pl.	\$25,800
Kitchener	Huron Business Park - Pond #2	\$394,000
Kitchener	Sugar Maple And Hoddle	\$165,000
Kitchener	Penelope Dr	\$157,000
Kitchener	Westforest Tr	\$216,000
Kitchener	Resurrection Dr	\$163,000
Kitchener	Manchester/Forfar	\$36,000
Kitchener	Optimists' Pond	\$294,000
Kitchener	Bismarck Street	\$555,000
Kitchener	Zone 1 - Bounded By Fischer-Hallman Rd/Highland Rd/Conestoga Pkwy/Ottawa St/Mill St)	\$1,200,000
London	Southeast Reservoir and Pumping Station	\$57,000,000
London	Electrical Upgrade - Elgin Area Regional Water Supply	\$1,040,000
London	Water Meter Replacement Program	\$2,000,000
London	Arva Pumping Station - New Pump	\$1,000,000

2009 'Shovel Ready' Municipal Infrastructure Projects

City	Project	Value
London	Replace Lead Water Services	\$1,000,000
London	Clean & Reline additional (7 - 8 km of water pipe)	\$2,000,000
London	Sewer Lining and Specialized Repairs	\$4,000,000
London	Sewer Reconstruction Program	\$5,000,000
London	Combined Sewer Overflow Program - Wellington	\$2,000,000
London	Elgin Middlesex Pumping Station - Pump Replacement	\$200,000
Ottawa	1W/2W Water Feedermain (Phase 2 - Bells Corners to Kanata)	\$13,000,000
Ottawa	Integrated Road, Water and Sewer Projects	\$25,000,000
Peel	Lakeview Water Treatment Plant	\$50,000,000
Peel	Hanlan Expansion Pumping Station and Reservoir	\$50,000,000
Peel	Beckett Sproule Pumping Station	\$30,000,000
Peel	Streetsville Reservoir and Pumping Station	\$32,000,000
Peel	Beckett Sproule Feedermain	\$65,000,000
South Huron	Dashwood Pressure Control Zone Chamber	\$241,500
South Huron	Exeter Well Decommissioning	\$75,000
South Huron	Reconfiguration of the Main Pump House in Exeter	\$920,745
South Huron	Watermain on McNaughton Drive (William St to Church St)	\$375,645
South Huron	Exeter Pressure Control Zone Chamber	\$280,000
South Huron	Shipka Watermain Replacements (Crediton Rd & Shipka Line)	\$200,000
South Huron	B-Line Watermain Replacement (LHPWSS to Gore Rd)	\$143,750
South Huron	Andrew St Watermain Replacement (Sanders to Wellington)	\$300,000
South Huron	Huron Park Water Tower Replacement	\$3,800,055

2009 'Shovel Ready' Municipal Infrastructure Projects

City	Project	Value
South Huron	Reconfiguration of the Stephen BPS and Emerg Backup power	\$236,825
South Huron	Canada Ave Watermain Replacement,Huron Park Ind'l Area	\$473,481
South Huron	South Huron Wastewater Master Plan	\$300,000
South Huron	Andrew St Sanitary Sewer Replacement (Sanders to Wellington)	\$250,000
South Huron	Canada Ave Sewer Replacement in Huron Park Industrial Area	\$919,111
South Huron	Oakwood Park Area Sanitary Sewers	\$3,458,000
South Huron	Upgrades to Main Sanitary PS in Grand Bend	\$267,806
South Huron	South Huron Share of Grand Bend Sewage Treatment Plant	\$3,308,895
Waterloo	Keats Trunk Sewer Upsizing	\$354,600
Waterloo	Watermain Cement-Mortar Lining	\$4,800,000
Waterloo	Columbia Lake Rehabilitation	\$3,763,500
Waterloo	Upgrade Disinfection at Waterloo Wastewater Treatment Plant	\$15,000,000
Waterloo	Upgrade Disinfection at Kitchener Wastewater Treatment Plant	\$25,000,000
Waterloo	Upgrade Middleton Water Treatment Plant – Cambridge	\$25,000,000
Windsor	Downspout Disconnection Project	\$200,000
Windsor	Grand Marais Drain Improvements	\$1,380,000
Windsor	Municipal Drains	\$400,000
Windsor	Grand Marais Drain Improvements - Repairs to Concrete Channel	\$500,000
Windsor	Combined Sewer Overflow Retention Treatment Basin Project	\$60,000,000
Windsor	Sewage Treatment Plant	\$4,850,000
Windsor	Road and watermain joint rehabilitation - 60 projects	\$37,965,000

2009 'Shovel Ready' Municipal Infrastructure Projects

City	Project	Value
Windsor	Servicing of New Lands/Employment Lands	\$31,360,000
Windsor	Prince Road/Totten Street Storm Sewer Improvements	\$6,620,000
Windsor	Randolph/Askin Storm Relief Sewer	\$1,850,000
Windsor	Sunset Avenue Storm Water Drainage	\$850,000
Windsor	Woodlawn/Ypres/Memorial Storm Relief Sewer	\$2,040,000
Windsor	Grove/Campbell/McKay Storm Sewers	\$2,115,000
Windsor	Storm Relief Sewer Outfall Rehabilitation	\$250,000
Windsor	Water Treatment Facilities	\$12,700,000
Windsor	Water Transmission and Distribution	\$660,000
Windsor	Replacement of Lead Services	\$17,000,000
Windsor	Water and Wastewater Network Reconstruction - 25 Projects	\$45,990,000
		\$1,496,935,383

Source: Federation of Canadian Municipalities