

A REPORT TO MEMBERS

2025



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Photography by Raymond Leveille
and submissions from OCA members

It has been an honour to serve as your Chair



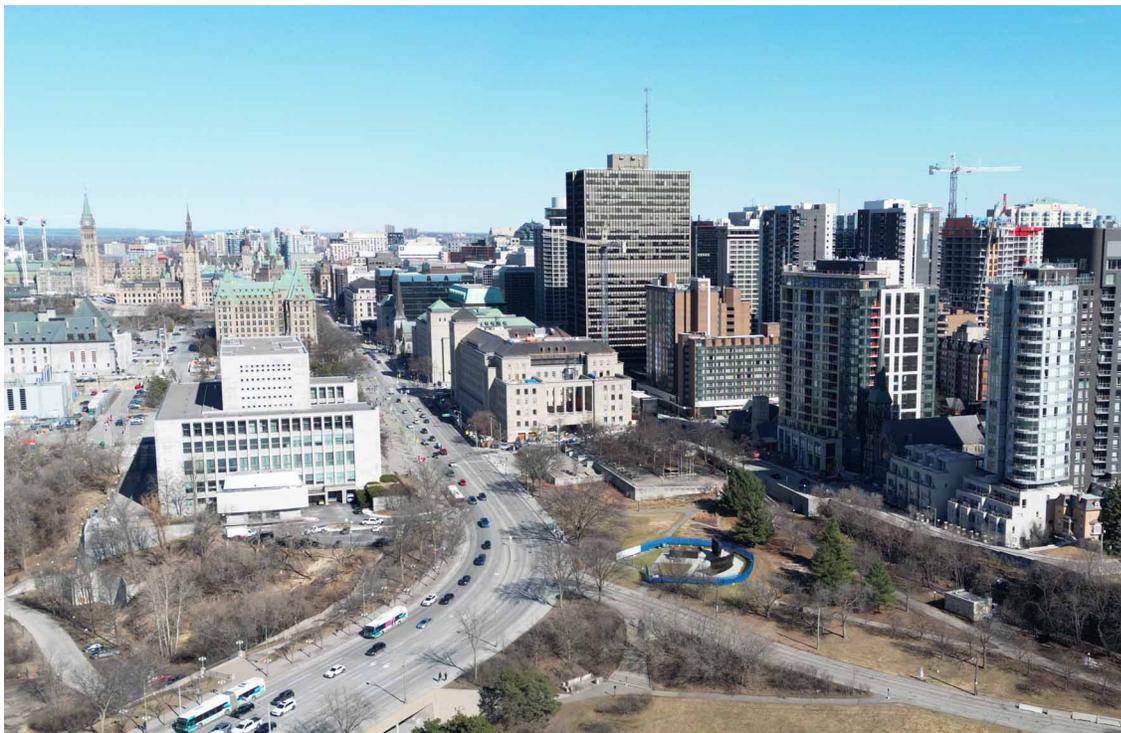
Ken Crawford
OCA Chair

As I look ahead to our OCA Annual General Meeting, I can honestly say that it has been an honour to serve as your Chair for the past 12 months.

It has been a busy and, at times, challenging year. Our industry continues to weather the effects of the ongoing tariff dispute between Canada and the United States. The uncertainty this situation has created, and continues to create, for our industry, for the businesses we run, and for the companies and individuals we all share job sites with is never a good thing.

I am pleased to see how closely our industry has come together in the face of these disruptions to not only stay informed, but also maintain open channels of communication and collaboration across our supply chains and among our jobsite partners.

Tariffs were one among several issues that my colleagues and I on your Board of Directors addressed on behalf of the membership this past year. You will hear about many others at our AGM. Suffice it to say that the members of our Board, and the volunteers who sit on our various committees, work hard every day to represent and protect the interest of our members. Their work may not always be visible, but that doesn't mean it's not important or effective. Please join me in thanking them for the countless hours of service they put into this work over the last year.



It's in part because of this tireless work that OCA remains an essential component of our local construction industry. Our organization has been part of the community for 137 years, and amid this great history, we continue to achieve milestones. At the end of 2025, OCA counted 1,190 member firms – its largest-ever total. That figure makes OCA among the largest local construction associations in the country, and it is proof positive to me that our association continue to serve members to the very best of its abilities.

If you want more evidence of the impact of this association on the community, look no further than our Spring Golf Tournament. With almost 650 players, the event was the largest it has ever been, and together our members raised \$50,000 in support of the Ottawa Food Bank – one of the largest single donations OCA has ever made.

These are just a few of the achievements in which my colleagues and I on the Board of Directors were pleased to be involved. There were many others, and I thank all the members for their involvement.

Successes like these are made possible thanks to our members and thanks to the collective effort of John DeVries and the OCA staff. As many of you know, John will retire from the OCA at the conclusion of our AGM. I don't have to tell you what a contribution he has made to this association, to our local industry and to the community at large in that period of time.

John's career in the industry dates back to 1981 when he joined the Canadian Construction Association. In 1987, my father, Wayne Crawford, hired John to manage the Ottawa Electrical Contractors Association. John stayed in that role for three years before re-joining CCA in 1990. My father was again instrumental in bringing John into OCA. He served as Chair of this association in 1998 when John took the position as President and General Manager.

I have had the honour of working alongside John for many of his nearly 28 years at OCA's helm, and I consider it a full-circle moment to serve as Chair in the year that my good friend retires. I look forward to seeing more of him socially as we both share cottages on Hurds Lake in Renfrew.

Our new executive director, Bill Ferreira, has the tall task of filling John's shoes. Bill joins OCA after eight years of service at BuildForce Canada and, before that, the Canadian Construction Association. He has a deep understanding of our industry, and will bring that wealth of knowledge to bear on our association.

Before concluding, I'd like to recognize my colleague Hubie Splinter of Graebeck Construction who exits the OCA Board of Directors after 13 years of service.

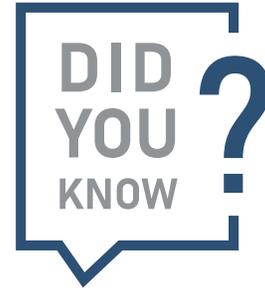
I would also like to introduce to you to Dan Leduc of Soloway Wright LLP, who will assume the role of OCA Chair at our AGM. Dan and I have worked together on OCA's Board for many years, and I am confident he will lead our association forward into another outstanding year.

Finally, I would like to thank John DeVries, past and present chairs and board members, and the OCA staff for all their hard work this past year, and for continuing to make OCA into the association of which we can all be proud.

Thank you for this experience.

Ken Crawford
OCA Chair, 2025–2026

A record year for membership

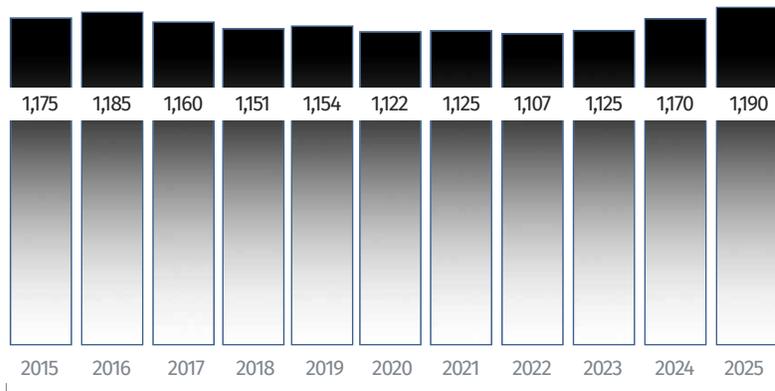
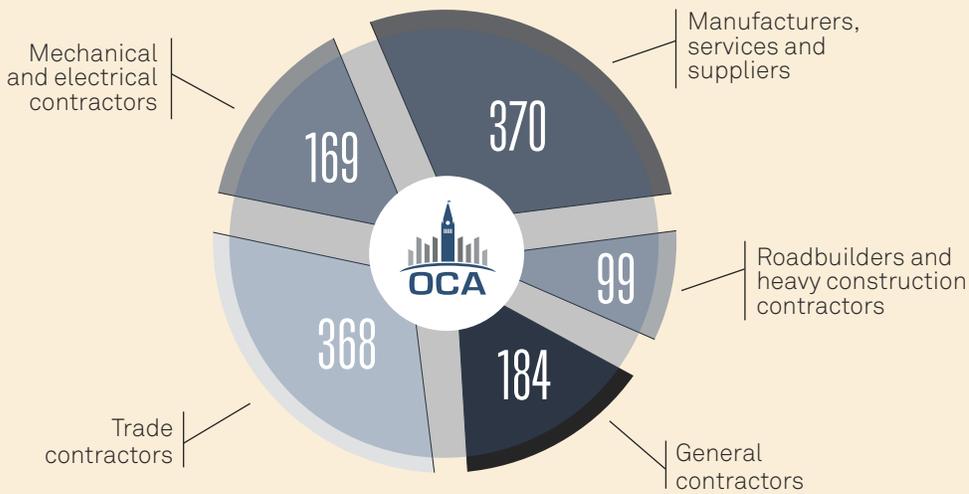


OCA membership grew again in 2025. Our association added 20 companies over the year to reach a new record of 1,190 firms.

OCA is among Ottawa's largest business networking groups, and one of the largest local construction associations in Canada by member volume.

OCA is proud to represent a large portion of the region's non-residential construction sector, and we remain a strong and vibrant entity that supports their interests.

Our membership breakdown at year's end was as follows:



OCA membership totals, 2015-2025

OCA is proud to represent a broad base of construction companies, from across all sectors, sizes and disciplines – and we support them to our fullest ability.

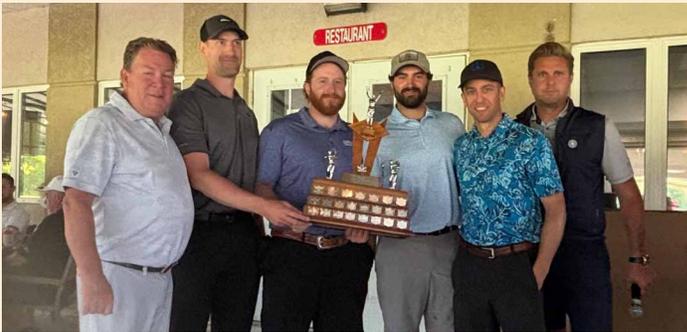
Giving back to the community we serve

Each year, OCA makes a point of donating a percentage of its annual income to local charity organizations. It's our way of giving back to those groups that make the lives of those around us better, and that make our community a better place to live.

Our local construction industry has a proud tradition of giving back to community organizations. Some contribute in small ways; others on much larger scales. No matter the scope of their interventions, the end goal of their efforts remains the same: to improve the lives of others.

Last year, OCA was pleased to donate more than \$113,000 to the following local charitable causes:

- Big Brothers and Sisters
- Boys and Girls Club of Ottawa
- Christie Lake Kids
- Habitat for Humanity
- Kids Up Front
- Lanark County Interval House and Community Support
- Ottawa Food Bank
- Shepherds of Good Hope Foundation
- SPG4 Cure
- The Royal Ottawa
- Wild Bird Centre



Setting records at our Spring Golf Tournament



Our Spring Golf Tournament in June set two impressive records. We hosted a whopping 648 players across three local courses that day – more than we ever have before. And at the end of the day, we were thrilled to make a donation of \$50,000 (another record) to the Ottawa Food Bank.

Drive-by construction parade is once again a hit with the CHEO kids!



OCA and the National Capital Heavy Construction Association once again partnered to deliver the annual Construction Community Cares Equipment parade in September.

Members were invited to enter their heavy equipment in a drive-by parade through the grounds at CHEO.

Sick kids inside and out were given the chance to see more than 40 pieces of heavy equipment drive past, including trucks, cars, floats with excavators and other machinery.

The annual event always brings smiles to the faces of the children in care at CHEO and in palliative care at Roger Neilson House. This year's event was able to raise more than \$15,000 in support of the CHEO Foundation.

Thank you to everyone who contributed to this fantastic cause!



Membership, Charity & Promotions Committee Members, 2025

Chair: Ken Crawford, C & M Electric

Members include the executive committee of OCA.

Providing advice and guidance on industry trends

Every year there are several billion dollars of construction delivered by the numerous public buyers of construction in the National Capital Region involving thousands of procurement offerings under different construction delivery models and contract terms.

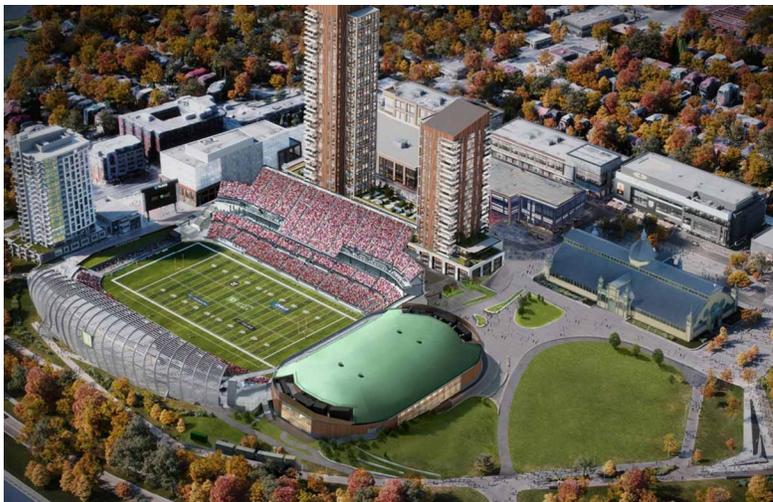
OCA has historically played an important advocacy role on behalf of contractors in pursuit of open transparent procurement and fair equitable risk sharing in contracts.

Our relationships with public buyers – including the City of Ottawa, Public Services and Procurement Canada, Defence Construction Canada, and Crown agencies, and local educational and health institutions – are built over many years on mutual respectful dialogue.

It was therefore a major surprise that in January 2025, the City of Ottawa announced it would sole source to Toronto-based BLT Construction a \$15-million contract to design/build a Newcomer Reception Centre using a pre-engineered fabric building option called a ‘sprung structure’. The rationale to sole source was based on a consultant’s conclusion that no local contractors were capable of designing and supplying a pre-engineered structure on a fast-track basis.



The OCA along with the General Contractors Association of Ottawa were very publicly and highly critical of the city’s insulting conclusion that local industry was not capable of delivering these structures. After demonstrating local member capabilities as to building sprung structures as well as offering custom design-build pre-engineered building options, the city cancelled the contract.



The City of Ottawa’s largest project tendered in 2025 was the \$300-plus million Lansdowne 2.0 redevelopment which was ultimately awarded to EBC Inc. The project serves as another example of OCA advocacy. OCA was requested to speak to the City of Ottawa regarding the liquidated damages provisions that went well beyond standard delay costs and included losses the contractor couldn’t control or predict. The city listened and modified the clause language eliminating the unknown risk.

Another notable example was the OCA dialogue with the French School Board purchasing agency called FrancoAchat which had tendered three schools in August and September. The challenge for us was that this was done without a first-step prequalification process but with the requirement that contractors make two submissions at time of bid closing – the first being the technical qualifications and the second the lump-sum bid.



Member firms who failed to pass the technical scoring requirements voiced their displeasure at having to waste time and money preparing a lump-sum bid. OCA was successful in influencing FrancoAchat to change their tendering approach on a fourth school in October and to first undertake a prequalification followed by a bid invitation to the prequalified general contractors.

At times OCA will publish educational bulletins or guides in respect to tendering or contract administration.



When President Trump launched a tariff attack on Canada at the beginning of the year, OCA responded to the wave of industry questions and uncertainty by publishing two bulletins devoted to tariffs. The first bulletin was educational titled “Understanding the impacts of tariffs” by Dan Leduc of Soloway Wright LLP. The second was directed to public sector owners to not burden contractors with unpredictable tariff risk in their contracts.



OCA published an Ontario standard purchase order template free for members to adopt. The template ensures compliance with the *Construction Act* as to the legal definition of a ‘proper invoice’. If a firm was missing one of seven key information pieces on an invoice, payment could be delayed.

Standard Practices Committee Members, 2025

Co-Chair: Hubie Splinter, Graebeck Construction

- Antoine am Rhyn, Defence Construction
- Yves Beaudoin, Jumeck Construction
- Doug Brooks, Hobin Architecture
- James Chapman, HDR Architects
- Neil Falls, Cavanagh Construction
- Cathy Godin, SK Sheetmetal
- John Graf, JL Richards
- Allesandro Guarna, McDonald Bros Construction
- Pierre Lafontaine, Raymond Roofing
- Jeff Leonard, Black & McDonald
- Derek Noppe, EllisDon
- Sam Sayed, Demo Works
- Joe Skrepnek, R.W. Tomlinson
- Simon Taggart, Taggart Construction
- Leanne Wilson, Carleton University

Co-Chair: Dan Leduc, Soloway Wright LLP

- Mat Baranowski, PCL Constructors
- Sébastien Bernard, JL Richards
- Lane Campbell, Modern Niagara
- Ken Crawford, C & M Electric
- Humberto Ferrer, Marathon Underground
- Richard Goldstein, KRP Properties
- Russell Grass Jr., Waterdon Construction
- Adam Hendriks, Tomlinson Group
- Philippe Lemieux, Lar-Mex Inc.
- Christopher Markell, Bourgon Construction
- Justin Philips, Brokerlink
- Karsh Singh, Soubliere Constructors
- Louis-Philippe Sylvestre, Pomerleau
- Shawn Turcotte, Cavanagh General Contracting



Growing influence and strengthening connections

Over the past year, the Ottawa Young Construction Leaders community continued to expand its influence, strengthen professional connections, and deliver meaningful value to members and the wider construction industry.

Engagement across the community remained exceptionally strong. More than 750 people participated in OYCL events during the year, highlighting the growing interest in networking and development opportunities for emerging leaders in the construction sector.

The events calendar offered a wide range of activities designed to bring people together in both professional and social settings. Pub Night, 67's Night, Bowling Night, OCA Symposium, PWHL Night, Education Night, Wine Tasting, Sens Night, the Golf Tournament, and the Poker Tournament each attracted strong participation and provided members with opportunities to exchange ideas, build new relationships, and have fun in an inclusive and welcoming environment.

A core focus of OYCL is giving back to the community, and this year the organization made a significant charitable impact. Over \$35,000 in donations were contributed to local initiatives, reflecting the generosity and commitment of members and partners.





One of the most meaningful achievements of the year was the volunteer effort at Christie Lake Kids Camp. Nearly 40 members of the OYCL community came together for a hands-on volunteer day that combined construction skills with community service. This group became one of the largest single-day skilled volunteer teams Christie Lake has ever hosted. Their combined effort contributed more than \$50,000 in materials, labour, and monetary value, leaving a lasting positive impact on the camp's facilities and the youth it serves. This event not only demonstrated the strength and unity of the OYCL community but also showcased the ability of construction professionals to make real, tangible differences through their expertise.

In addition to programming and charitable work, the Steering Committee introduced a formalized election procedure for onboarding new members and selecting the future Vice Chair. This new structure enhances transparency, ensures continuity, and supports long-term sustainability of the organization's leadership model. By establishing clear processes, OYCL is positioning itself for continued growth and success while empowering emerging leaders within the group.

As we move into 2026, our event schedule reflects a strong lineup of activities designed to continue building momentum. With an expanded leadership team, an engaged membership base, and a proven commitment to community impact, OYCL is well-positioned for another successful year. The accomplishments of the past year are a direct result of the dedication, enthusiasm, and collaboration of everyone involved, and the organization looks forward to building on this foundation in the year ahead.



Ottawa's Young Construction Leaders Steering Committee Members, 2025

Co-Chairs: Kaitlin Raine, PCL Construction and Corey Joliffe, Roof Tops Roofing Ltd.

Josh Raganold, Welch LLP
 Jacob Splinter, Graebeck Construction
 Björn Fries, Ron Eastern Construction Ltd.
 Kris Littlemore, Dominion Caulking Ltd.

Jessee Tallman, Sunbelt Rentals
 Alexandra Donovan, M Con Products
 Cody Morgan, ASL

Building networking and professional development opportunities for women

OCA's WIC Committee enjoyed another strong year in 2025, with the committee hosting four networking events.

Programming began in March with the Bougie Bingo event – a dazzling night of high-stakes bingo, luxe prizes, and sparkling company. OCA-WIC Committee member and Vice President of Comfort Insulation, Linda Robinson, was the feature speaker of this event and presented a session on “What the Heck is Imposter Syndrome” and how to conquer fears.



Symposium presentation: How Women are Re-shaping Construction

OCA-WIC was proud to host a very special session at the association's annual construction symposium in April.

The Building a Stronger Future: How Women are Re-shaping Construction panel discussion focused on the power of collaboration between women and men in the construction space with the goal of creating inclusive and high-performing teams. This message has never been more important as our industry continues to face workforce shortages and as women remain under-represented in construction.



Thanks to panelists Graziel Girardi and Tracy O'Brien, both of R.W. Tomlinson Ltd., Tessa Ferzli of Integrity Masonry, and Kassandra Crawford of C & M Electric for their insight.



The Women Build Event Panel Session followed in July. Hosted by Tracy O'Brien of R.W. Tomlinson Ltd. with insights from Jana Ash and Numra Qazi of Home Depot, Chantal Laidlaw of Urban Quarry, and Sarah Sullivan of Boxx Modular, the event discussed how women are shaping the future of the construction industry.



In September, the committee hosted its Confident Construction & Cocktails event. A presentation from Sylvie Rimbach, the president and founder of Training Alliances and a recognized expert in human performance and training, gave participants valuable advice on improving their communications skills and building confidence. The event wrapped up with a networking session that included exclusive OCA-WIC cocktails.

The committee's year wrapped up in December with its Women Who Build reception. Held at the Med Supper Club at Lansdowne Park, the event brought together women from across the local industry to recognize their achievements on job sites, in offices, and throughout the community.

Thank you to everyone who attended these fantastic events.

Women in Construction Committee Members, 2025

Kassandra Crawford, C & M Electric
 Graziela Girardi, R.W. Tomlinson Ltd.
 Tracy O'Brien, R.W. Tomlinson Ltd.
 Linda Robinson, Comfort Insulation
 Leanne Wilson, Carleton University

Vicki Vaillant, EllisDon
 Amanda Kerr, Stantec
 Chantal Laidlaw, Urban Quarry
 Sarah Sullivan, Boxx Modular
 Tammy Allarie, Thermal Systems Mech Insulation

The hub for construction information in Ottawa

The volume of projects posted in OCA's plansroom ticked up slightly in 2025. We ended the year with 2,769 projects listed. That figure represented an increase of just under 3%, or 78 projects, over the total posted in 2024.

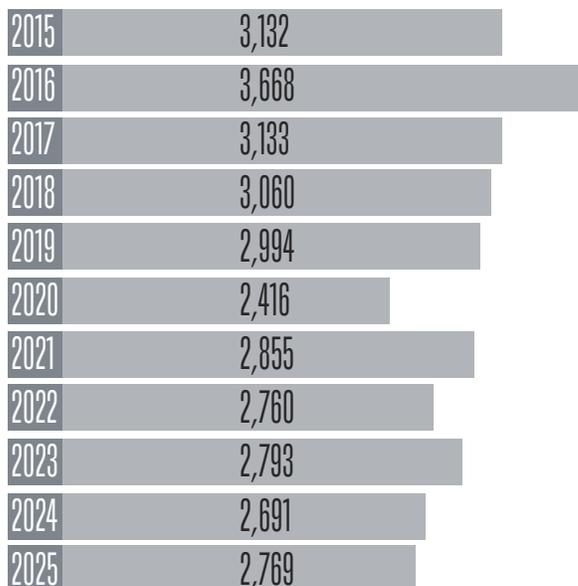
As is usually the case, a large share of the projects posted in our plansroom come from the public sector. The City of Ottawa posted 377 projects, the federal government 284, and BGIS, which administers projects on behalf of the federal government, 223. OCA also posted a further 1,047 projects of interest from the provincial government and across other Ontario municipalities.

The increase in plansroom volume comes at a time when building permit values in our city remain elevated (see our Building Permit Report on page 24).

It is further confirmation that OCA is the hub for construction project information in our city. This is where local construction purchasers of all shapes and sizes turn first for posting the construction project information. And with good reason. Posting projects in our plansroom gives owners exposure to the nearly 1,200 member companies that build most of Ottawa's infrastructure.



PLANSROOM PROJECT ACTIVITY, 2015-2025



PROJECTS LISTED IN 2024 VS 2025

OWNER / AGENCY	2025	2024
City of Ottawa	377	376
PWGSC & Other Federal Depts.	283	294
NRC	38	28
DCC	122	54
NCC	30	17
Provincial & Other Municipalities	1,047	1,021
Private Owners & Developers	34	23
Ottawa Housing	22	31
Museums	18	26
Hospitals	55	63
Schools	247	224
Universities & Colleges	62	54
BGIS	223	207
Notice Only	87	112
Prequalification	121	155
Other Public Tenders	3	6
Duplicate	0	0
Total	2,769	2,691
Change	2.9%	

Our Link2Build plansroom software covers all of Ontario

As part of an alliance of seven of Ontario's largest local construction associations, OCA maintains its plansroom through the Link2Build platform.

In addition to the features our members have come to expect, the Link2Build plansroom software integrates with eSolutions' bids&tenders digital bidding platform. Currently, more than 200 public and private-sector buyers post billions of dollars in bid opportunities exclusively on bids&tenders.

Link2Build's plansroom is split up into six zones that cover the entire province. OCA members are based in zone 5, which covers the area from Petawawa to Cornwall to Gananoque.

Combined, the seven Link2Build partners processed and hosted more than 12,500 total construction bid opportunities in their plansrooms in 2025.

Zone	1	2	3	4	5	6	
	WCA	LDCA, GVCA, NCA	GTA & Barrie	KCA	OCA	NOCA	Total
2025							
January	171	326	218	118	245	69	1,147
February	142	341	220	117	252	69	1,141
March	183	429	246	177	362	108	1,505
April	158	360	239	109	273	100	1,239
May	155	328	238	84	264	83	1,152
June	157	268	216	81	224	87	1,033
July	144	259	187	83	210	110	993
August	126	235	204	72	184	87	908
September	144	252	225	65	201	75	962
October	123	211	222	55	181	76	868
November	113	233	192	72	218	93	921
December	123	161	93	63	145	101	686
Total 2025	1,739	3,403	2,500	1,096	2,759	1,058	12,555
Total 2024	1,701	3,823	2,934	1,037	2,687	921	13,103



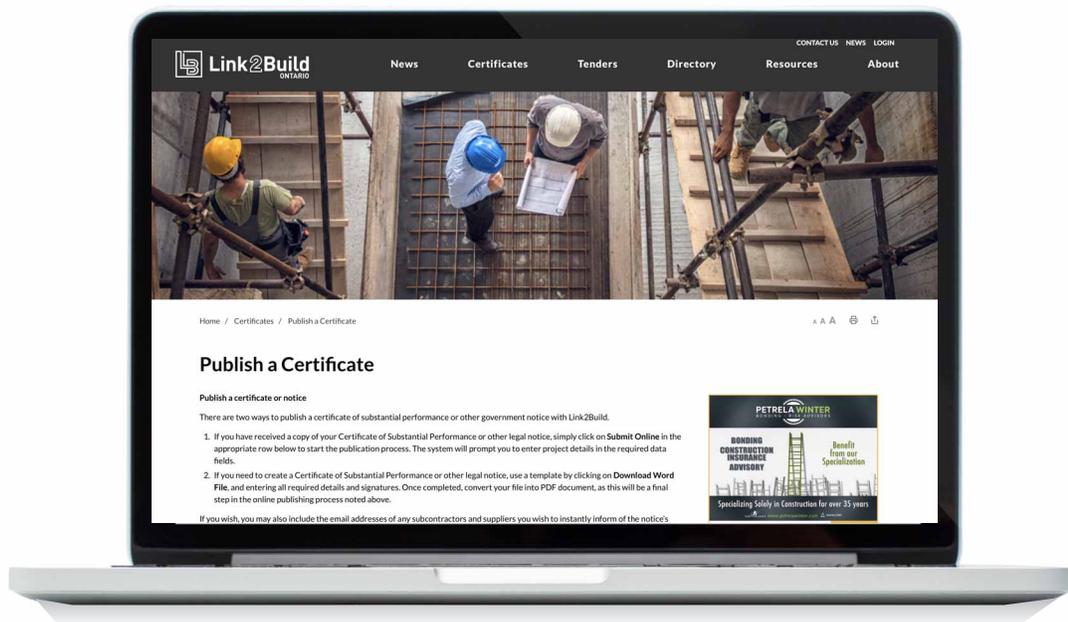
Publish your CSPs with us

In addition to its plansroom capabilities, the Link2Build website offers two other key features.



The first is a daily news feed that covers news in Ontario's construction industry. Our writers report on key developments and trends across the sector, including news on project announcements, economic developments, human resource issues, technology and more.

The second is a forum for publishing certificates of substantial performance (CSPs). Recent changes to *Ontario's Construction Act* opened the door for publishing these notices in a digital format. Link2Build offers users the opportunity to quickly publish CSPs for just \$199. Each notice is archived indefinitely, and meets all stated legal requirements under the Construction Act. What's more, all fees charged for publishing CSPs on Link2Build.ca are returned directly to the seven members of the Link2Build alliance.



Plansroom Committee Members, 2025

Chair: Greg Clarke, Valley Utilities

Susan Blanchard, Futech
 Jamie Koeslag, REL Controls
 Guy Lateigne, Vitrierie Latreille
 Cathy Major, Louis Bray Construction
 Russell Grass Jr., Waterdon Construction
 Syed Hasan, CertaPro

Matt Hill, All Pro
 Marc Laliberte, Alliance Engineering
 Jeffrey Little, ASC Engineered Solutions
 Elizabeth Primeau, Total HVAC
 Mykola Pulnyev, EllisDon
 Bob Watson, Marathon Underground

Another great year of events

OCA hosted another great year of events in 2025, with most sold out in short order.

Here are some of the highlights.

Our calendar kicked off, as it usually does, with our curling bonspiel at the Ottawa Hunt Club in February.

Our Annual General Meeting followed on March 27 at the Infinity Convention Centre, with more than 400 people attending. Our annual business meeting gives members the



chance to hear about OCA's completed and ongoing activities, and to review the financial statements for the year gone past. Outgoing chair Hubie Splinter led the business session before turning over the Chair's gavel to Ken Crawford of C & M Electric and the new Board of Directors.



Congrats to our long-standing members!

Each year at our Annual General Meeting, OCA is proud to celebrate those members that have been with us for 50 years. The achievement is a testament not only to our continued relevance as an organization, but also to these businesses' ability to serve their customers and to adapt to changing market conditions.

Celebrating their 50th anniversaries as OCA members in 2025 were: A/C Mechanical Refrigeration, Aerodynamics & Associates Testing Services, AGF Rebar, Athens Rugs, Bellai Alliance, Bradmoore Electric Co., Capello Systems, C. & L. Construction, EllisDon Corporation, F. Trottier Construction, GHD Limited, George & Asmussen Ltd. – G & A Masonry, and Marlboro Window & Door Manufacturer.

Following those acknowledgments, Ken Crawford announced the association would dedicate \$50,000 in funds raised from our spring golf tournament in support of the Ottawa Food Bank.

The meeting wrapped up with a presentation by speaker Chris Cummins, TEDx speaker and author of *The Human Side of Business - Get more done with, and through, others.*



Our fifth annual Construction Symposium and Trade Show followed on April 16 at the EY Centre. The event attracted nearly 1,900 visitors.

The show featured a massive trade show floor, with more than 150 exhibitors displaying their wares, and a dozen education and information sessions that cut across topics as diverse as local labour force challenges, emerging safety issues, women in the industry, developing young professionals – and more.



June was highlighted, as it always is, by our annual Spring Golf Tournament. Last year's event saw a record 648 players hit the links on three courses – Meadows Golf & Country Club, Greyhawk Golf Club and Anderson Links – for a day of fun, competition and camaraderie. And the end of the day, OCA was thrilled to donate \$50,000 in proceeds to the Ottawa Food Bank.



Golf was the name of the game again in September, when we hosted our Chairman's Cup tournament across three west-end courses – Eagle Creek, Loch



March and The Marshes – on September 9. More than 400 players played. We capped the evening with a donation of \$25,000 to Shepherds of Good Hope's Richcraft Hope Centre at 216 Murray Street.



September also saw OCA members take the field at Lansdowne Park for our annual co-ed flag football tournament. The event is a partnership between OCA and the Ottawa Redblacks, giving 12 teams the opportunity to play three games of 6-on-6 ball.



Our annual Chair's Reception was next on the calendar on October 8, with more than 200 people attending. For the first time since our move to our new building in 2018, OCA hosted the event at its office on Antares Drive. Chair Ken Crawford welcomed members personally and thanked them for their ongoing support of the association. He also highlighted some of the impressive features of the facility, including the new exterior sign, the Wall of Honour, and the more than 17,000 square feet of conference and meeting rooms available to members.



We closed out the year in style on November 29 with our annual Christmas Gala at the Chateau Laurier. More than 400 members and their guests enjoyed an evening of dinner, drinks and dancing in the hotel's grand ballroom.

Thank you to everyone who attended our events. Thanks also to our sponsors for their support, and without whom none of these events would be nearly as successful.



Entertainment Committee Members, 2025

Chair: Bob Bent, Stittsville Building Centre

- Jason Adams, Duron Services
- Norm Castonguay, Asbex
- Mark Watson, Sunbelt Rentals
- Pierre Lafontaine, Raymond Roofing
- Michael Lelacheur, Reliance Construction
- Peter Rowbotham, Gifford Carr Insurance
- Andrew Putnam, Arthur J. Gallagher Insurance
- Greg O'Reilly, FCI
- Humberto Ferrer, Marathon Underground Constructors

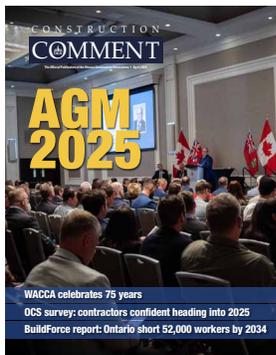
- Stephan Belanger, Tomlinson Group
- Glen McCurdie, Masters Insurance
- Corey Joliffe, Roof Tops Roofing Ltd.
- Eric Peterson, Reliance Construction
- Paul Mutter, Merkley Supply
- Justin Phillips, BrokerLink
- Tim Oakes, Zedcor
- David Jamieson, Vipond

All the news from in and around our association

We were once again pleased to deliver 10 issues of our *Construction Comment* magazine in 2025. Each issue touches on the news in and around our association and across our local, provincial and national industries.

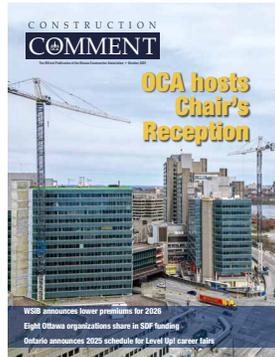


Some of the stories we covered last year focused on the start of construction on the Lansdowne 2.0 project, the city's procurement of sprung structures, the impacts of tariffs on material costs and supply chains, the changes brought about by the latest iteration of the Working for Workers Act, the progress of the Alto high-speed rail project, the notable work being accomplished at The Royal's Brain Imaging Centre, a wrap-up of our OCA Construction Symposium and Trade Show, as well as profiles of various projects, and much, much more!



We continue to publish in a digital-only format. That decision helps us not only lessen our impact on the environment, but also enables us to track our distribution – and our readership – more accurately

Thank you to our advertisers for their ongoing support of our publication.



Have a project you'd like to show off?

AROUND OTTAWA
A PHOTO SPREAD

PHOTOS BY MARANT CONSTRUCTION LTD.

ADGA Group
Project Address: 21 Fitzgerald Road
General Contractor: MARANT Construction Ltd

Consultants and OCA member participants

Designer: TallForm Interiors*
Project Manager: Cressa Partners*
Structural Steel: Anson Welding and Steel Erecting Inc.
Plumbing & HVAC: Modern Niagara Ottawa Inc.
Electrical: Federal Electric (1978) Ltd.
Sprinkler Systems: Secur Fire Protection Div. of Nubi-Secur Inc.
Doors and Frames: Merlin Door Systems Ltd.
Drywall: Southline Constructors
Painting: Commercial Coatings & Coverings
Mechanical and Electrical Consultants: R.J. McKee Engineering Ltd.

* denotes non-member firm

28 Construction Comment FEBRUARY 2025

AROUND OTTAWA
A PHOTO SPREAD

PHOTOS BY MARANT CONSTRUCTION LTD.

Deloitte WEP
48 O'Connor Street,
3rd, 4th, 8th, 15th and 16th Floors
General Contractor: MARANT Construction Ltd

Consultants and OCA member participants

Designer: Gensler*
Mechanical and Electrical Engineers: LWG Architectural Interiors
Project Manager: Gookey Weedmark & Associates Ltd.
Plumbing & HVAC: Coffiers Project Leaders
Sprinkler Systems: Optimum Mechanical Solutions Inc.
Drywall: Viking Fire Protection Inc.
AV: Durabuilt Construction Inc.
Comms: Solotech Ottawa
FD (Fleming Communications Inc.)

* denotes non-member firm

25 Construction Comment NOVEMBER 2025

If your firm would like a little free publicity for its hard work, give us a call!

Construction Comment is always looking for projects to include in our Around Ottawa profile section. Each issue of our magazine features photo profiles of a series of projects from around our region – with free listings for OCA member subtrades and suppliers.

AROUND OTTAWA
A PHOTO SPREAD

PHOTOS BY THOMAS FULLER CONSTRUCTION LTD.

ALT Hotel - YOW
Project Address: 1085 Airport Parkway
General Contractor: Thomas Fuller Construction Ltd.

Consultants and OCA member participants

Consultants: CIMA Canada Inc.
General Contractor: Experts Consetta Inc.*
EMC*

Designer: Lemay Michaud Architecture Designer*
Project Manager: Evan Cory
Excavation & Backfill: R.W. Tomlinson Limited
Site Services, Concrete Formwork: Bellia Alliance
Reinforcing Steel: ABF Reinforcing Steel Inc.
Masonry: McDiagonal Construction Ltd.
Structural Steel: BSS Construction (Ontario) Ltd.
Roofing: Carleton Iron Works Co. Limited
Plumbing: Raymond S. Associates Roofing Inc.
Electrical: Rose Mechanical Inc.
Sprinkler Systems: Maxi Power Electrical Services Inc.
Doors and Frames: Royal Fire Protection Inc.
Drywall: Division Eight Door Solutions Inc.
Serco Construction Ltd.

* denotes non-member firm

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AROUND OTTAWA
A PHOTO SPREAD

PHOTOS BY DORAN CONTRACTORS LIMITED

Purolator
Project Address: 1400 Upper Canada Street
General Contractor: Doran Contractors Limited

Consultants and OCA member participants

Consultants: N42 Architecture Inc.
SPR
Paterson Group Inc.
EGS Canada Ltd.
R.J. McKee Engineering Ltd.
Arcadis Professional Services (Canada) Inc.*
Rutland & Associates Ltd.*
Brian Wilson

Project Manager: Target Construction Limited
Excavation & Backfill, Site Services: Capital Forming Ltd.
Formwork: Nucor Rebar Fabrication
Reinforcing Steel: Cavanagh Concrete Ltd.
Concrete: Steaks Concrete Finishing Inc.
Concrete Finishing: George & Amussen Limited
Masonry: C & A Masonry Inc.
Structural Steel/Envelope: Caran Group Inc.
Roofing: Pyma Canada Ltd.
Plumbing & HVAC: Optimum Mechanical Solutions Inc.
Electrical: Ziebart Electrical Contractors Ltd.
Sprinkler Systems: Viking Fire Protection Inc.
Doors and Frames: Multihaus de Construction DL Inc.
Pretech Doors Inc.
Glazing: Honey Glass & Window Ltd.
Drywall: Upper Canada Elevators
Elevator: M. Davis Landscape & Design Inc.
Landscape: O'Leary's Ltd.

* denotes non-member firm

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Construction Comment Magazine Advisory Committee Members, 2025

Jason Adams, Duron Services
Ken Crawford, C & M Electric

Hubie Splinter, Graebek Construction

Helping members hone their skills

OCA prides itself on being more than just a forum for project information and networking. We also play a valuable role in helping our members develop their personal and professional skills.

Each year, the members of our Education Committee help coordinate and deliver programming on a wide variety of issues – software, business management, construction documentation, on-site training, and much, much more – that are of keen interest to our members.

We hosted 153 courses online and in our offices in 2025, and 975 people attended.



OCA Careers program increases reach

After nearly two years of operation, the OCA Careers initiative continues to make great strides.

The project launched at our 2024 Annual General Meeting with the goal of promoting careers in the construction industry to youth, newcomers, or people thinking of changing their careers.

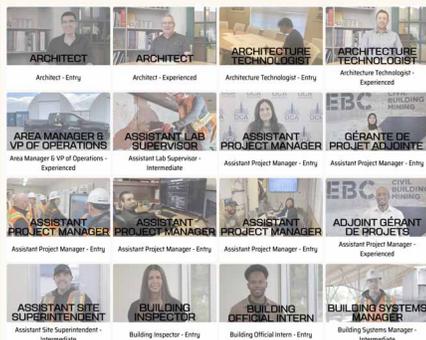
Our site includes a wide range of resources, such as education resources available to career finders, and video interviews with more than 200 employees from all types of OCA member companies, and who tell the stories of their roles at work.



To date, the site has almost 17,000 views and the video interview series has received nearly 69,000 impressions.

One of the key features of the site is the Connect program. Through it, OCA staff aim to connect people looking for work in the construction sector with experienced professionals from among our membership base. To date, OCA has made more than 80 connections via in-class presentations to high-school students, attendance at high-school career days, and through construction site tours.

Special thanks to OCA member volunteers for taking part in in-class presentations and site tours. They include Bruce Thomas of RECL, Tracy O'Brien of R.W. Tomlinson Limited, Richard Green of Paul Davis Property Restoration Experts, Matteo Scapillati of Doran Contractors Limited, and Richard Tysick of Butcon East Limited.



ConstrucTOUR visits Ādisōke

Almost 80 high-school students and teachers from across Ottawa-area school boards got a taste of life on a construction site, courtesy of OCA's ConstrucTOURs.

Held on three dates in November, the tours gave students a chance to learn more about local post-secondary training options and careers in the construction sector, and to see firsthand how a jobsite operates.



The first tour on November 7 included about 30 students and teachers from the three local French school boards. The other two tours, on November 14 and 21, focused on the region's English-language school boards, and included just under 50 students and teachers.

The French group started their day with a tour of the Orléans campus of La Cité collégiale, while the English groups met at the Algonquin College Centre of Excellence building, where staff from the college's automotive and mechanical trades and construction trades programs took them on a tour of the ACCE facility.

From there, all three tours visited the construction site for Ādisōke, an iconic partnership between the City of Ottawa, Ottawa Public Library, and Library and Archives Canada. Construction of the facility is well underway and is being led by PCL Constructors.

Thanks to everyone who helped make this event possible, and to our tour guides Bernie DesLauriers of CDL HVAC, Brian Vlaming of LTR Industries, and John DeVries of OCA.



Education Committee Members, 2025

Chair: Bruce Thomas, RECL Construction

Dana Lewis, Tomlinson Group
Calvin Tong, Carleton University
Brent Moore, University of Ottawa
Simon Taggart, Taggart Construction
Richard Goldstein, KRP Properties
Patrick Mainville, La Cité collégiale

Pamela Shroeder, PCL
Elisio Temprano, Pye & Richards, Temprano & Young
John Graf, JL Richards
Ross McIntyre, Goodkey Weedmark
Maggie Cusson, Algonquin College
Kelly Graham, PQCHC

ConstrucTOUR subcommittee

Brian Vlaming, LTR Industries
Paul Mayer, Sapacon Drywall

Bernie Deslauriers, CDL HVAC

Another year of more than \$3 billion in activity

By permit value, Ottawa's construction sector recorded another strong year in 2025.

The value of building permits issued by the City of Ottawa last year reached just over \$3.25 billion. Although that figure represented a decline of 4% compared to the total recorded in 2024, it is nevertheless an indicator of the strong health of our industry.

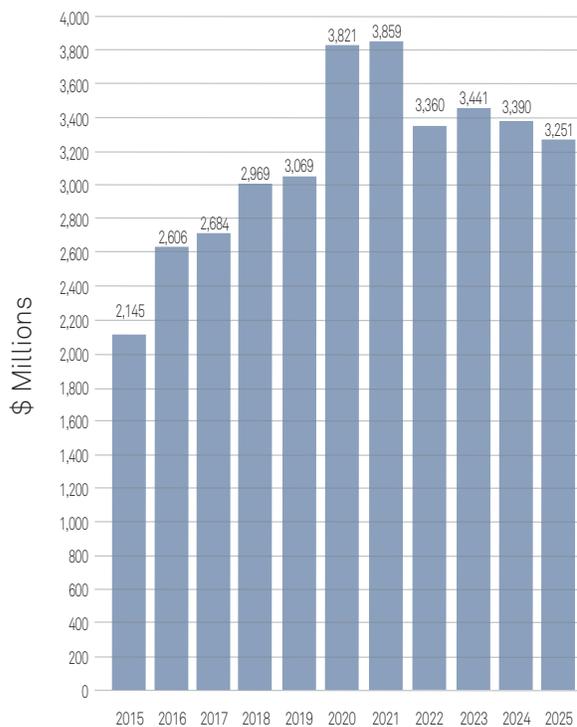
Last year marked the seventh year in a row in which permit values exceeded \$3 billion.

Everywhere you look across our city, there seems to be a construction project either in the ground or coming out of it.

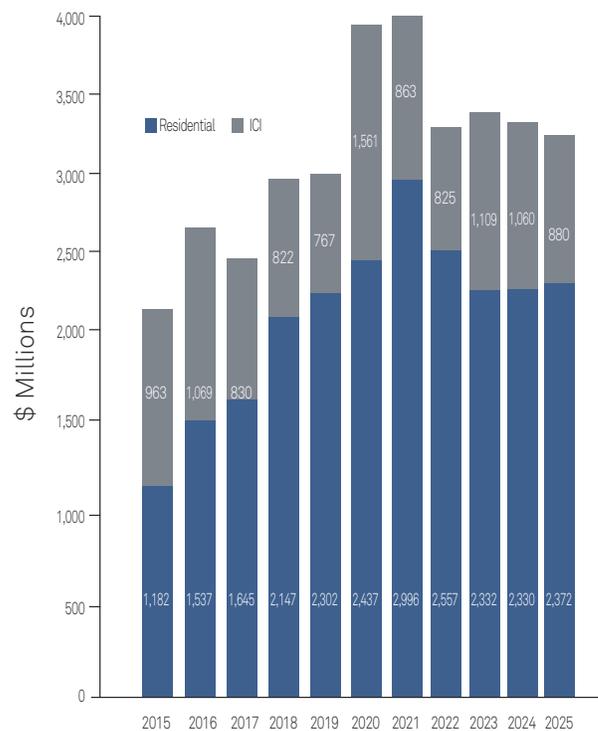


In total, the City of Ottawa issued 7,492 building permits in 2025. More than 20 of those were valued at \$20 million or more, six were valued at more than \$50 million, and one surpassed \$100 million.

Total value of building permits issued 2015–2025



Total value of building permits issued by type, 2015–2025



2025's top projects

Here's a quick overview of some of the largest projects (by permit value) that started work last year:

\$105,629,873.28 – Dream Lebreton - Odenak – Dream & MultiFaith Housing Initiative MHI – 31 & 36 storey apartment buildings with retail on the ground floor, 665 & 661 Albert St.

\$75,415,175.69 – EXCAVATION AND SHORING – Construct a 36-storey apartment building with 2 levels of underground parking, Fengate Asset Management, 1047 Richmond Rd.

\$57,798,460.67 – Construct a 16 & 18 storey residential apartment building and 3 levels of underground parking (Clobracon), 1655 Carling Ave.

\$55,905,171.41 – Construct a 4-storey residential building, “The Station”, 1526 Stittsville Rd.

\$55,000,000.00 – Foundation Permit – Theberge Homes – 18-storey apartment building with 4-storey podium and 3-storey underground parking, 3030 St. Joseph Blvd.

\$54,159,097.74 – “Maison Riverain 3rd phase” by Main & Main – a 28-storey apartment building with 1 level of underground parking and 3 levels of above ground parking, 300 Montgomery St.

\$48,522,272.51 – Greystone Village – excavation and shoring permit for 7- and 8-storey apartment buildings with 1 level of shared underground parking, 375 Deschatelets Ave.

\$46,302,303.56 – FOUNDATION ONLY: Construct a 9-storey apartment building with underground parking (Lib Kanata), 150 Kanata Ave.

\$42,074,974.12 – Foundation & Superstructure – Cyrville Apartment Development by Westrich Pacific Phase One – 6-storey apt block, 1125 Cyrville Rd.

\$38,859,982.34 – Construct a CHEO 6-storey medical building and school, 401 Smyth Rd.

\$38,195,457.71 – Construction of the above grade portion of a 22-storey building with 1 level of underground parking, 315 Miwate Priv.

\$32,028,274.36 – Construct a 16-storey residential building with 3 levels of underground parking, Wellington West Condos by Minto Group, 1186 Wellington St. West

\$35,052,020.30 – Schlegel Villages – 8-storey long term care home, 100 Smyth Rd.

\$28,342,119.29 – FOUNDATION AND SUPERSTRUCTURE: Construct a 4-storey institutional building, 4081 Strandherd Dr.

\$25,731,932.69 – Construct a 6-storey apartment with underground parking, Broadstreet Properties, 221 Falsetto St.

\$25,000,000.00 – Office to residential conversion, Katasa Development, 130 Slater St.

\$24,182,911.28 – Villa Lucia – 6-storey apartment with 2 levels of underground parking, 3436 Carling Ave.

\$23,935,805.12 – Greystone Village – construct a 5-storey addition to a 4-storey residential building, 15 Oblats Ave.

\$23,086,230.14 – Construct an 8-storey apartment building with 2 levels of underground parking, 596 Campanale Ave.

\$21,975,383.49 – SUPERSTRUCTURE ONLY: Construct a 9-storey residential building, 70 Richmond Rd.

\$21,521,380.27 – SUPERSTRUCTURE ONLY: Construct a 10-storey apartment building, 18 Louisa St.

\$20,141,030.81 – Construct a 2-storey arena addition to a 3-storey stadium (Excavation, shoring, and foundation, full permit), TD Place arena renovations, Lansdowne 2.0, 1015 Bank St.



** Note that the value of issued permits may not reflect actual project values.

A year of action, influence, and value: CCA's impact in 2025

by Rodrigue Gilbert
CCA President

As Canada navigated a year of political change and economic turbulence, one message cut through the noise: construction is essential to our country's future.

Thanks to the unwavering support and collaboration of partner association members like the Ottawa Construction Association, the Canadian Construction Association (CCA) delivered visible wins on the national stage, strengthened relationships across the country, and reinforced its role as the industry's trusted champion.

Advocacy that drives results

CCA's advocacy has never been more visible, or more vital. Our Public Affairs team are working around the clock to ensure construction priorities are front and centre in federal policy decisions.

During Budget 2025, CCA delivered an in-depth analysis underscoring construction's essential role in advancing the federal government's building agenda. A targeted media strategy amplified this message, securing high-profile coverage in outlets such as The Globe and Mail, CTV's Vassy Kapelos Show and CBC National News.

At Hill Day 2025, more than 100 industry leaders participated in over 100 meetings with ministers, Members of Parliament, and senior staff. Record attendance, a high-profile reception, and a coordinated public campaign, including a press conference and major-market advertising under the We Build Canada banner, demonstrated CCA's growing influence with the federal government.



CCA also remains deeply engaged with the deployment of Prime Minister Mark Carney's building agenda through consultations on the Major Projects Office (MPO), National Infrastructure Assessment (NIA), Buy Canadian procurement policies, and Build Canada Homes initiative. Both the MPO and NIA represent significant wins for the industry, reflecting long-standing advocacy for reduced red tape, evidence-based planning, and long-term infrastructure investment.

Programs that strengthen partnerships and professional development

Beyond advocacy, CCA has broadened its suite of tools and programs, introducing new initiatives and refining existing resources to help construction businesses manage risk, adapt to change, and plan for the future.

We released a robust suite of publications, including:

- Construction Quarterly Economic Insights, providing timely, data-driven analysis of industry conditions.
- Tariff risk resources to help contractors protect margins and structure contracts effectively.
- A digital maturity report, developed with KPMG in Canada, benchmarking digital adoption and highlighting productivity-driving procurement reforms.
- Practical tools such as the partner evaluation tool, supply chain compliance guide, and climate governance guide, supporting members in navigating regulatory, operational, and climate-related risks.

National Advisory Councils complemented this work with targeted webinars on risk management, BIM, and contract negotiations, while CCA continued modernizing service delivery through SignaSur™, its new digital platform for construction document access. With successful beta testing and Board-approved pricing in place, SignaSur™ is on track for full implementation in 2027, raising the standard for secure, modern document delivery nationwide.

CCA also launched its inaugural Best Practices in Construction Symposium, bringing together more than 100 construction leaders in Toronto for two days of practical, operations-focused discussion. Planning is already underway to expand the event into a cornerstone annual gathering for the broader construction community.

Advancing standards and professional excellence

The Canadian Construction Documents Committee, in partnership with 31 local associations, delivered in-person seminars to nearly 1,300 participants across more than 30 locations. Five new documents, including updated construction management and integrated project delivery contracts, were published, reflecting evolving legal requirements and clearer risk allocation.

Meanwhile, the Gold Seal Certification Program has modernized with the launch of the new Gold Seal portal and directory in May, streamlining applications and enhancing certification visibility. With 821 applicants across all categories and 65 recognized Gold Seal Employers, the program remains a national standard for leadership in construction.

The road ahead

CCA is moving full speed ahead to ensure the momentum we built is not lost. The construction sector, backed by partners like OCA, will continue pushing for the policies and investments that will move the industry forward.

With strong partnerships, a united voice, and a clear vision, we can build a more resilient supply chain, a stronger workforce, and the modern infrastructure Canadians need. CCA is committed to advocating for the tools, policies, and investments that will allow our industry to thrive – not just for today, but for generations to come.

OCA's CCA liaison, 2025: Bruce Thomas, RECL





FINANCIAL REPORT

2025



Independent Practitioner's Review Engagement Report

To the members of
The Ottawa Construction Association - L'Association de la Construction d'Ottawa

We have reviewed the accompanying financial statements of The Ottawa Construction Association - L'Association de la Construction d'Ottawa, which comprise the statement of financial position as at December 31, 2025 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's responsibility

Our responsibility is to express a conclusion on these financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects, the financial position of the Association as at December 31, 2025 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other matter

The budget data presented in the statement of operations are not an integral of the financial statements. We have not reviewed these budget data and, accordingly, we do not express a review conclusion or any other form of assurance on this information.

Raymond Chabot Grant Thornton LLP

Chartered Professional Accountants,
Licensed Public Accountants

Ottawa, Canada
February 9, 2026

The Ottawa Construction Association - L'Association de la Construction d'Ottawa Operations

Year ended December 31, 2025

	2025		2024
	Budget (Unreviewed)	Total	Total
	\$	\$	\$
Revenues			
CCA/CCDC/CSAO documents	120,000	130,347	136,814
Education	240,000	253,808	296,270
Membership fees	1,201,000	1,235,213	1,213,700
Interest	105,000	105,237	93,623
Labour relation administration (Note 11)	60,000	60,750	60,000
Magazine	110,000	133,999	111,193
Plansroom operations	105,000	98,202	102,734
Rental	112,856	65,389	114,220
Social activities	1,011,300	1,122,812	1,044,437
Other	20,000	20,803	28,258
	3,085,156	3,226,560	3,201,249
Operating expenses			
Accommodation costs (Note 3)	193,000	141,081	158,035
Amortization of tangible capital assets	142,000	146,862	146,511
Board and committee meetings	60,000	73,162	43,653
CCA/CCDC/CSAO documents (Note 6)	65,000	49,443	61,243
Association fees	187,640	197,031	184,627
Consulting services	42,000	33,005	33,266
Doubtful accounts		450	1,445
Education	155,000	161,118	204,225
General office administration	87,500	100,337	96,138
Insurance	15,000	15,560	14,742
Interest and bank charges	65,000	79,898	74,356
Magazine	100,000	114,000	102,100
Plansroom operations	13,000	12,256	12,814
Professional fees	10,000	12,455	11,284
Promotions (Note 4)	35,000	130,192	209,592
Salaries and employee benefits	925,500	918,525	903,152
Social activities costs (Note 4)	891,000	883,027	792,412
Staff training	4,000		2,360
Telecommunications	12,000	9,509	10,082
Travel	40,400	25,148	41,531
	3,043,040	3,103,059	3,103,568
Excess of revenues over expenses	42,116	123,501	97,681

The accompanying notes are an integral part of the financial statements.

The Ottawa Construction Association - L'Association de la Construction d'Ottawa Changes in Net Assets

Year ended December 31, 2025

	2025			2024	
	Unrestricted	Invested in tangible and intangible capital assets	Internally restricted - capital fund	Total	Total
	\$	\$	\$	\$	\$
Balance, beginning of year	2,105,332	5,389,449	402,466	7,897,247	7,799,566
Excess (deficiency) of revenues over expenses	270,363	(146,862)		123,501	97,681
Acquisition of tangible and intangible capital assets	(172,995)	172,995			
Balance, end of year	<u>2,202,700</u>	<u>5,415,582</u>	<u>402,466</u>	<u>8,020,748</u>	<u>7,897,247</u>

The accompanying notes are an integral part of the financial statements.

	2025	2024
	\$	\$
OPERATING ACTIVITIES		
Excess of revenues over expenses	123,501	97,681
Non-cash items		
Amortization of tangible capital assets	146,862	146,511
Changes in working capital items		
Trade and other receivables	(1,236)	20,882
Inventories	(53,068)	(6,396)
Prepaid expenses	(14,585)	(8,559)
Trade and other payables	(16,698)	9,054
Deferred revenues	(10,217)	(31,497)
Cash flows from operating activities	<u>174,559</u>	<u>227,676</u>
INVESTING ACTIVITIES		
Acquisition of investments	(1,100,000)	(1,598,652)
Disposal of investments	1,092,763	1,105,029
Acquisition of tangible capital assets	(171,495)	(25,347)
Acquisition of intangible assets	(1,500)	(3,689)
Cash flows from investing activities	<u>(180,232)</u>	<u>(522,659)</u>
Net decrease in cash	(5,673)	(294,983)
Cash, beginning of year	<u>160,710</u>	<u>455,693</u>
Cash, end of year	<u>155,037</u>	<u>160,710</u>

The accompanying notes are an integral part of the financial statements.

**The Ottawa Construction Association -
L'Association de la Construction d'Ottawa**
Financial Position

December 31, 2025

	<u>2025</u>	<u>2024</u>
	\$	\$
ASSETS		
Current		
Cash	155,037	160,710
Short-term investments, in guaranteed investment certificates	519,729	400,235
Trade and other receivables (Note 5)	63,731	62,495
Inventories (Note 6)	119,506	66,438
Prepaid expenses	106,890	92,305
	<u>964,893</u>	<u>782,183</u>
Long-term		
Investments, in guaranteed investment certificates	2,088,510	2,200,767
Tangible capital assets (Note 7)	5,390,088	5,365,455
Intangible assets (Note 8)	32,989	31,489
	<u>8,476,480</u>	<u>8,379,894</u>
LIABILITIES		
Current		
Trade and other payables (Note 10)	83,966	100,664
Deferred revenues	371,766	381,983
	<u>455,732</u>	<u>482,647</u>
NET ASSETS		
Unrestricted	2,202,700	2,105,332
Invested in tangible and intangible capital assets	5,415,582	5,389,449
Internally restricted - capital fund	402,466	402,466
	<u>8,020,748</u>	<u>7,897,247</u>
	<u>8,476,480</u>	<u>8,379,894</u>

The accompanying notes are an integral part of the financial statements.

On behalf of the Board,

Director

Director

The Ottawa Construction Association - L'Association de la Construction d'Ottawa

Notes to Financial Statements

December 31, 2025

1 - GOVERNING STATUTES AND PURPOSE OF THE ASSOCIATION

The Association was incorporated without share capital under the Business Corporations Act of Ontario to foster and advance the interests of those engaged in the non-residential construction industry in the Ottawa area. As a not-for-profit organization under the the Income Tax Act, the Association is exempt from income taxes.

2 - SUMMARY OF ACCOUNTING POLICIES

Basis of presentation

The Association's financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Accounting estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the amounts recorded in the financial statements and notes to financial statements. These estimates are based on management's knowledge of current events and actions that the Association may undertake in the future. Actual results may differ from these estimates.

Revenue recognition

The Association follows the deferral method of accounting for revenues. Under this method, revenues restricted for future period expenses are deferred and are recognized in the year in which the related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership fees

Membership fees are recognized on a straight-line basis over the membership period when a persuasive evidence of an arrangement exists, fees are fixed or determinable and collection is reasonably assured. The liability relating to the received but unearned portion of revenues from membership fees is recognized in the statement of financial position as deferred revenues.

Education revenue

Education revenue relates to fees charged for courses and seminars and are recognized as revenue in accordance with the agreement between the parties, when the course and seminar takes place, fees are fixed or determinable and collection is reasonably assured. The liability relating to the received but unearned portion of revenues from education is recognized in the statement of financial position as deferred revenues.

Interest income

Interest income is recognized on a time apportionment basis using the accrual method of accounting.

The Ottawa Construction Association - L'Association de la Construction d'Ottawa

Notes to Financial Statements

December 31, 2025

2 - SUMMARY OF ACCOUNTING POLICIES (Continued)

Other service revenues

Canadian Construction Association (CCA), Canadian Construction Documents Committee (CCDC) and Central Services Association of Ontario (CSAO) documents, plansroom operations and social activities revenues are recognized when a persuasive evidence of an arrangement exists, services have been rendered, fees are fixed or determinable and collection is reasonably assured.

Magazine revenue is recognized upon issuance of the magazine, as fees are fixed or determinable and collection is reasonably assured.

Labour relation administration revenue is recognized in the month that it is earned, fees are fixed or determinable and collection is reasonably assured.

Rental income

The Association records rental revenue on a straight-line basis over the lease terms when collection is reasonably assured.

Financial assets and liabilities

Initial measurement

Upon initial measurement, the Association's financial assets and liabilities from transactions not concluded with related parties and those from transactions with parties whose sole relationship with the entity is in the capacity of management (and members of the immediate family) are measured at fair value, which, in the case of financial assets or financial liabilities that will be measured subsequently at amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs. The Company's financial assets and liabilities from related party transactions are measured at cost.

Transaction costs relating to financial assets and liabilities that will be measured subsequently at fair value and those relating to financial assets and liabilities from related party transactions are recognized in earnings in the year they are incurred.

Subsequent measurement

At each reporting date, the Association measures its financial assets and liabilities from transactions not concluded with related parties at amortized cost (including any impairment in the case of financial assets), whereas those from related party transactions are measured using the cost method (including any impairment in the case of financial assets).

With respect to financial assets measured at amortized cost or using the cost method, the Association assesses whether there are any indications of impairment. When there is an indication of impairment, and if the Association determines that during the year there was a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it will then recognize a reduction as an impairment loss in earnings. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost or using the cost method is recognized in earnings in the year the reversal occurs.

**The Ottawa Construction Association -
L'Association de la Construction d'Ottawa**
Notes to Financial Statements

December 31, 2025

2 - SUMMARY OF ACCOUNTING POLICIES (Continued)

Inventory valuation

Inventories are valued at the lower of cost and net realizable value. Cost is determined using the first in, first out method.

Tangible capital assets and intangible assets

Tangible capital assets and intangible assets acquired are recorded at cost. When the Association receives contributions of capital assets or intangible assets, their cost is equal to their fair value at the contribution date plus all costs directly attributable to the acquisition of the tangible capital assets or intangible assets, or at a nominal value if fair value cannot be reasonably determined.

Amortization

Tangible capital assets are amortized over their estimated useful lives according to the straight-line method over the following periods:

	<u>Periods</u>
Building	40 years
Signage	20 years
Furniture and fixtures	10 years
Computer equipment	4 years
Office equipment	4 years
Intangible assets are not amortized	

Write-down

When conditions indicate that a tangible capital asset or intangible asset is impaired, the net carrying amount of the tangible capital asset or intangible asset is written down to the tangible capital asset's or intangible asset's fair value or replacement cost. The write-down is accounted for in the statement of operations and cannot be reversed.

Internally restricted capital fund

An internally restricted capital fund was established in order to accumulate funds for future capital expenditures.

3 - ACCOMODATION COSTS

	<u>2025</u>	<u>2024</u>
	\$	\$
Property taxes	39,303	38,699
Repairs and maintenance	69,362	85,102
Utilities	32,416	34,234
	<u>141,081</u>	<u>158,035</u>

**The Ottawa Construction Association -
L'Association de la Construction d'Ottawa**
Notes to Financial Statements

December 31, 2025

4 - PROMOTIONS AND SOCIAL ACTIVITIES COSTS

The association's promotion expenditures are focused on activities or functions that will raise the profile of the Association and the construction industry in the community. One element of the Association's promotional strategy is participation in charitable causes.

In 2025, the following charitable donations were made from the surplus proceeds of the social activities and the charity budget:

	\$
Ottawa Food Bank	50,000
Sheperds of Good Hope Foundation	25,000
Lanark County Interval House and Community Support	18,613
Habitat for Humanity National Capital	9,625
Jack's Gala	3,500
Christie Lake kids	2,500
Boys and Girls Club	1,500
The Royal Ottawa	1,000
Brothers and Sisters	750
Community Living Renfrew County South	500
Kids up front	500
	<u>113,488</u>

5 - TRADE AND OTHER RECEIVABLES

	<u>2025</u>	<u>2024</u>
	\$	\$
Trade accounts receivable (a)	62,210	62,495
Taxes receivable	1,521	
	<u>63,731</u>	<u>62,495</u>

(a) As at December 31, 2025, amounts owing from one customer represent 58% of the total trade accounts receivable (68% as at December 31, 2024).

6 - INVENTORIES

During the year, a total amount of inventories of \$49,443 (\$61,243 in 2024) is recognized as an expense and presented in CCA/CCDC/CSAO documents.

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Notes to Financial Statements

December 31, 2025

7 - TANGIBLE CAPITAL ASSETS

	<u>2025</u>		<u>2024</u>
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net carrying amount</u>
	\$	\$	\$
Land	1,171,970		1,171,970
Building	4,934,207	921,379	4,012,828
Signage	142,385	1,780	140,605
Furniture and fixtures	172,709	127,764	44,945
Computer equipment	63,249	58,731	4,518
Office equipment	231,803	216,581	15,222
	<u>6,716,323</u>	<u>1,326,235</u>	<u>5,390,088</u>
			<u>5,365,455</u>

8 - INTANGIBLE ASSETS

	<u>2025</u>	<u>2024</u>
	\$	\$
Educational course material	<u>32,989</u>	<u>31,489</u>

9 - BANK LOAN

The Association has an operating line of credit for an authorized amount of \$750,000 of which \$Nil was utilized as at December 31, 2025 (\$Nil as at December 31, 2024). The line of credit bears interest at prime plus 1.25% (5.70% as at December 31, 2025; 6.70% as at December 31, 2024) and is not subject to renewal. The line of credit is secured by a general security agreement.

Under the credit agreement, the Company is required to respect certain covenants.

10 - TRADE AND OTHER PAYABLES

	<u>2025</u>	<u>2024</u>
	\$	\$
Accounts payable and accrued liabilities	75,266	73,524
Salaries payable	8,700	6,008
Indirect taxes		21,132
	<u>83,966</u>	<u>100,664</u>

Government remittances (other than income taxes) total \$Nil as at December 31, 2025 (\$21,132 as at December 31, 2024).

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Notes to Financial Statements

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11 - RELATED PARTY TRANSACTIONS

During the year, the Association entered into the following related party transactions:

- Labour relation administration fees in the amount of \$60,750 (\$60,000 in 2024) were received from the Ottawa Construction Labour Relations Association, an association having two common members of the Board of Directors.

This transaction was measured at the exchange amount, which is the amount established and accepted by the parties.

12 - FINANCIAL RISKS

Credit risk

The Association is exposed to credit risk regarding the financial assets recognized on the balance sheet. The Association has determined that the financial assets with more credit risk exposure are trade and other receivables since failure of any of these parties to fulfil their obligations could result in significant financial losses for the Company.

Market risk

The Association's financial instruments expose it to market risk, in particular, interest rate risk resulting from its investing activities:

Interest rate risk

The Association is exposed to interest rate risk with respect to financial assets bearing fixed interest rates. Short-term and long-term investments bear interest at a fixed rate and the Association is, therefore, exposed to the risk of changes in fair value resulting from interest rate fluctuations.

Liquidity risk

The Association's liquidity risk represents the risk that the Association could encounter difficulty in meeting obligations associated with its financial liabilities. The Association is, therefore, exposed to liquidity risk with respect to all of the financial liabilities recognized on the statement of financial position.



2025 BOARD OF DIRECTORS



Standing from left to right:

Director	Alessandro Guarna, McDonald Brothers Construction
Director	Jeff W. Clarke, Inflector Environmental Services
2nd Vice-Chair	Greg Clarke, Valley Utilities
1st Vice-Chair	Dan Leduc, Soloway Wright LLP
2025 Chair	Ken Crawford, C & M Electric
Past Chair	Hubie Splinter, Graebeck Construction
Honourary Treasurer	Jason Adams, Duron Services Ltd
Director	Jeff Tremblay, T & M Group of Companies
President & General Manager	John DeVries, OCA

Seated from left to right:

Director	Steve Schmalz, PCL Constructors
Director	Adam Hendriks, R.W. Tomlinson Limited
Director	John Graf, J.L. Richards & Associates
Honourary Secretary	Bruce Thomas, RECL
Director	Bob Bent, Stittsville Building Centre
Director	Humberto Ferrer, Marathon Underground Constructors
Director	Karsh Singh, Soubliere Constructors
Director	Cathy Godin, SK Sheet Metal Ltd.
Assistant General Manager	Stephanie Wallace, OCA