



2025 ANNUAL REPORT

**MECHANICAL
CONTRACTORS
ASSOCIATION
ONTARIO**

photo:
**Algoma Steel Electric Arc Furnace
Sault Ste. Marie**



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Executive



President and Chair
F. Turano
Grist, Turano &
Associates
Toronto



Vice-President
J. Campbell
AECON Industrial
Hamilton



Treasurer
Pat Cimek
E.S. Fox Ltd.
Niagara Falls



Past President
J. Givens
Western Mechanical
Barrie

Board of Directors



B. Leochko
Clow Darling Ltd.
Thunder Bay



A. Carpenter
R.F. Mech. Contracting
Sault Ste. Marie



J. Zulich
TESC Contracting
Sudbury



D. Holec
Lekter Ind. Services
Windsor



C. Webb
Anderson Webb
Sarnia



J. Parker
Curney Mech. Ltd.
London



T. Walker
Roberts Onsite Inc.
Kitchener



D. Belluz
Bering Mechanical
Mississauga



D. Donovan
Donovan McNichols
Kingston



D. Dobbin
Adamson & Dobbin Ltd.
Peterborough



S. Robert
S&R Mechanical
Ottawa



B. Patterson
ICA
Dundas

Office Staff



J. Spitzig
Executive Vice
President



D. Knight
Operations
Manager



D. Boragina
Office
Manager



P. Bianco
Executive
Assistant/
Reception

President's Report

Frank Turano

As my tenure as president draws to a close, I'm reminded of Warren Buffett's observation: "Someone is sitting in the shade today because someone planted a tree a long time ago." It speaks to the discipline of committing to a long-term vision especially when progress isn't immediately visible. Today, we benefit from the foresight of those who came before us and in looking back, I can see the early signs of growth from the seeds we've recently planted. Reflecting on the past two years, I am particularly proud of the progress we've made in labour relations and government relations.

Our relationship with UA leadership is stronger than ever, built on consistent engagement and a shared commitment to advancing our industry. MCAO has been active nationally through the MCAC Unionized Contractors Council, participated in MCAA labour relations conferences and maintained regular dialogue with provincial UA leadership. Last year began with negotiations and while I was not directly involved, feedback from both sides described it as one of the most professional and productive rounds in years. I attribute this to the efforts of both teams leading up to negotiations that culminated in three days of negotiation training attended by both sides. We set a new tone for collaboration. The focus shifted from avoiding a strike or lock out to prioritizing relationships and working together toward common goals for the betterment of our industry. I hope this will become the norm moving forward.

Government relations was another area of significant advancement. Over the past year, our executive team met with multiple ministers and MPPs and we were



pleased to host two ministers at our office for presentations to the full board. We also had opportunities to connect with the Premier and the Minister of Labour at key events. Beyond these engagements, we took steps to expand our presence across government agencies and industry associations, strengthening relationships and opening new channels for collaboration. Our association is full of great leaders who can bring valuable perspectives to external stakeholders and just as importantly, return with insight that help inform our direction. I'm encouraged by the momentum we've built and optimistic about what it will yield in 2026.

I am confident that the work we are doing today will benefit future generations. While labour and government relations were not our only priorities in 2025, they remain central to our long-term vision. Investing in areas that don't deliver immediate results requires discipline and conviction, but we have remained focused and intentional in our efforts. In doing so, we are not only strengthening our association today but helping to create a canopy of shade for those who will follow.

Executive Vice-President's Report



Watching sand flow through an hourglass can be deceptive. At first, the movement seems slow, almost imperceptible but as more sand passes through, the momentum becomes unmistakable. In many ways, this serves as a good analogy for 2025. Much like the sand, the effort, engagement and dedication of our board and staff are not always visible, but in time, their impact becomes clear. Beyond our progress in labour and government relations, membership engagement emerged as another area of significant growth this year. Delivering value to our members underpins everything we do. In 2025 our focus centered on three key pillars: communications, training, and innovation.

Our communications strategy took shape across three primary channels: social media, our newsletter and direct outreach. On LinkedIn, our following grew steadily and our collaborative efforts with the UA on the Ontario Pipe Trades Instagram account drove a notable increase in engagement. These efforts not only strengthened our internal connections but also elevated MCAO's visibility among government and industry stakeholders.

Recognizing the importance of direct connection, we set an ambitious goal of speaking with every member company twice over the course of the year. These conversations validated many of our current initiatives and also identified opportunities to deliver greater value.

This feedback directly informed enhancements to our training offerings and led to the launch of our first innovation evening.

From the outset, our approach to training has been to complement, not compete with the programs already offered. Where possible, we also wanted to make it available throughout the province and not limited to larger urban centers. To that end, we delivered training in multiple locations and incorporated virtual options to broaden participation.

Innovation remains a critical area of focus, especially in an industry that is often perceived as late adapters. With that in mind, we committed resources to help position MCAO as a leader in this space. In October, we hosted our inaugural innovation evening, bringing together eight manufacturers and suppliers with more than fifty members to generate discussion on cutting edge products and innovative processes. We also partnered with ECAO and CLRAO to organize a one-day innovation conference. Looking ahead, this joint conference will be held biennially, complemented by our annual internal innovation event each fall.

Our commitment to staying closely connected with our members, understanding their challenges, anticipating their needs, and responding with purpose drives everything we do. We are confident that these efforts are making a difference today and will continue to do so in the years to come.

Jeff Spitzig

Treasurer's Report

Having completed the review of the 2025 audit, I can report with confidence that the association's financial stewardship remains strong. Based on zone forecasts, we anticipated that slower performance in some areas would be offset by growth in others. This proved accurate, with overall revenue landing within expected margins. While smaller in scale, our additional revenue streams also exceeded expectations. Expenses followed a similar pattern; savings in certain areas created flexibility to invest in others. Although we had budgeted for a modest deficit, we ultimately closed the year with a surplus.

Our association continues to benefit from a stable, year-over-year revenue stream driven by workforce hours. We maintain healthy balances across our accounts to safeguard against any unexpected declines in monthly revenue. This stability is particularly important given the timing of significant expenses throughout the year, including advance payments for venues and services, as well as ensuring our remittances to partner organizations are met without disruption.

Guided by our investment policy, most of our funds are committed to fixed income securities. These serve to anchor our portfolio against volatility and balance the moderate risk that our investments in equities brings. We realized slightly higher yields in the purchases made in 2025 and our equity investments generated strong returns. The moderate amount of other income received nicely augmented our principal revenue stream.

A notable shift in our 2025 expense planning was increased investment in training and innovation. Expanding training opportunities and advancing innovation initiatives directly support our goal of enhancing member value and as such, it was felt that these investments were both strategic and necessary.

Financial management within the association remains transparent, disciplined, and member-focused. Our priority is to allocate resources in ways that maximize value for our membership, rather than to accumulate surplus funds. This approach is reflected in our regular financial reviews conducted in the preparation of the budget and revisited at least quarterly. In 2025, this allowed us to expand training offerings and host our first innovation evening, all while maintaining a surplus. I am pleased with our position at year-end and confident that these same principles will continue to guide our financial decisions in 2026.



Pat Cimek



Total Provincial Work Hours (1980-2025)



Objectives

To provide leadership and assistance to members of the mechanical contracting industry

To encourage, support and promote the advancement of the mechanical contracting industry, primarily in the Province of Ontario

To promote and maintain improved methods of business

To represent the members and the non-members who authorize the Corporation to act on their behalf with professional bodies and related associations

To represent the members and non-members who authorize the Corporation to act on their behalf before legislative committees, boards of enquiry, commissions and other similar bodies

To represent the mechanical contracting industry of Ontario to the Government of Ontario

To foster and encourage with the Provincial Government such legislation as may be necessary for the best interest of the public and mechanical contracting industry

To represent all contractors whom the Association has the authority to represent in negotiations, general application and administration and the interpretation of collective agreements, and the arbitration of labour disputes

To become an accredited employer's organization under the Labour Relations Act

To raise money, and to grant rights and privileges to contractors.

Zone Affiliates

Thunder Bay (Zone 1)

President - B. Leochko

Sault Ste. Marie (Zone 2)

President - D. Pawliuk

Manager - S. Booth

Sudbury (Zone 3)

President - J. Zulich

Windsor (Zone 4)

President - D. Holec

Manager - J. Kennedy

Sarnia (Zone 5)

President - C. Webb

Executive Director - J. Pilat

London (Zone 6)

President - I. Roff

Manager - J. Parker

Kitchener (Zone 7)

President - T. Walker

Manager - M. Vincent

Hamilton/Niagara (Zone 8&9)

President - P. Cimek

Manager - R. Lolua

Barrie (Zone 10)

President - J. Givens

Toronto (Zone 11)

President - J. Stewart

Manager - F. Bertuzzi

Kingston (Zone 12)

President - K. Crook

Executive Director - J. Green

**Oshawa/Peterborough/
Belleville (Zone 12W)**

President - D. Dobbins

Ottawa (Zone 13)

Chair - T. Dolan

Manager - D. Gravelle



Industry Representation

Canadian Construction Association — C. Webb

Construction Education Council (CEC) — D. Knight

Construction & Design Alliance of Ontario (CDAO) — J. Spitzig

Construction Employers Coordinating Council of Ontario (CECCO) — P. Cimek,
J. Spitzig

Construction Employers Coalition (CEC) on WSIB/Safety Policy — D. Knight

IHSA Management Representatives — D. Taveira, J. Zulich, S. Peddle, F. Bertuzzi,
D. Knight, T. DiGaetano, L. Campbell

MCA America Executives Council — J. Spitzig

MCA Canada/UA National Joint Labour/Management Committee — J. Campbell,
J. Spitzig

National Unionized Contractors' Council — J. Campbell, J. Spitzig

Ontario Construction Secretariat Liaison — J. Spitzig

Ontario Directors to MCA Canada — C. Webb, S. Robert, J. Givens, F. Turano, E. Niemi,
A. Carpenter

Ontario Plumbing Inspectors Association (OPIA) Advisory Council — F. Turano, J. Spitzig,

Ontario Student Chapter Initiative Liaison — D. Knight

TSSA Boiler & Pressure Vessels Advisory Board — J. Webb, D. Knight

UA National Training Committee — C. Webb

Past Presidents



J. Givens 2022 - 2024



S. Robert 2018 - 2022



C. Webb 2016 - 2018



D. Capotosto 2014 - 2016



D. Holek 2012 - 2014



D. Bennett 2010 - 2012



T. McCaskie 2007 - 2010



R. Hoare 2005 - 2007



D. Crawford 2003 - 2005



D. Pawliuk 2001 - 2003



S. Sayers 1998 - 2001



R. Marcotte 1996 - 1998



B. MacBride 1994 - 1996



T. Lachance 1992 - 1994



D. Stewart 1990 - 1992



R. Haller 1988 - 1990



J. Seidner 1986 - 1988



R. McLeod 1984 - 1986



R. Watkins 1981 - 1984



K. Schaaf 1980 - 1981



J. Brimmell 1979 - 1980



A. Voytek 1978 - 1979



R. Seguin 1977 - 1978



H. Emsig 1974 - 1977



R. Pugsley 1972 - 1974



H. Lang 1970 - 1972



G. McMinn 1969 - 1970



W. Mould 1969



W. Barber 1968 - 1969



F. Sayers 1966 - 1968

*W. Mould served until his untimely passing in 1969.

G. McMinn served as the interim until H. Lang began in 1970.

Membership



1000 ISLAND
MECHANICAL LTD.
Gananoque



A. VILLENEUVE MECHANICAL
LTD.
Thunder Bay



AC MECHANICAL
CONTRACTORS LTD.
Oakville



ACAPULCO POOLS LIMITED
Kitchener



ACTIVE MECHANICAL
Toronto



ACUMEC PLUMBING &
MECHANICAL PIPING
Ottawa



ADAM BEEHLER PLG. INC.
Ottawa



ADAMSON & DOBBIN LTD.
Peterborough

ALWELL INDUSTRIAL
Hamilton



AECON INDUSTRIAL
Cambridge, Hamilton, London,
Niagara, Toronto



AIM INDUSTRIAL
INC.
Cambridge



AINSWORTH INC.
Toronto

AINSWORTH TECHNICAL L.P.
Sarnia



ALBERICI CONSTRUCTORS
LTD.
Hamilton



ALEX MCCOY PLG. & HTG.
Kingston

ALGOMA PIPE
FABRICATION

Sault Ste. Marie



ALLEN PLUMBING &
HEATING
Kingston

ALLIANCE ENGINEERING
& CONSTRUCTION
Ottawa

ALTEX INDUSTRIES
Sarnia



ANALYSTS OF
PNEUMATIC SYSTEMS
LTD.
Stouffville



ANDERSON WEBB
LIMITED
London, Sarnia

ANJ INDUSTRIAL FABRICATING
LTD.
Corunna



ANMAR MECH. & ELEC.
CONTR. LTD.
Lively

ANNEX MECHANICAL
Toronto

APEX MECHANICAL
Toronto

A-PLUS WELDING
SERVICE LTD.
Ottawa

ARC INDUSTRIAL
INC.
Hamilton



ARGO INDUSTRIAL
SERVICES (SAULT) LTD.
Sault Ste. Marie

AVAN GARD
MECHANICAL
GROUP LTD.
Hamilton

AXEL PLG.
Ottawa

AXIOM INDUSTRIAL SOLUTIONS INC. Cambridge

B PHILLIPS CO. (1987) Hamilton



BARAGAR MECH. INST. LTD. Mississauga

BARCLAY CONSTRUCTORS LTD. Hamilton



BATTAGLIA MECHANICAL SERVICES Markham

BE MECHANICAL Ottawa



BEEBE MECHANICAL SYSTEMS LTD. Thunder Bay



BENNETT MECH. INST. LTD. Hamilton, Millgrove



BERING MECHANICAL LTD. Mississauga



BESTERD MECHANICAL London



BIRD MECHANICAL LTD. Hamilton, Newmarket



BLACK & McDONALD LTD. Ottawa, Scarborough, Stoney Creek



BLACK CREEK MECHANICAL INC. Toronto

BLACK RIVER MECHANICAL Toronto

BLUE WATER PLG. CO. Sarnia



BML MULTITRADES GROUP LTD. Brantford

BOMBEN PLG. & HTG. LTD. Mississauga



BONMECH INC. Collingwood



BOULDER MECHANICAL CONTRACTORS INC. Peterborough



BRADY & SEIDNER ASSOC. Downsview

BRAMKAL CONTRACTORS INC. Burlington

Brough Sheet Metal Ltd. Kingston



BSG MECHANICAL SERVICES INC. Oakville

BURKEBRO INC. Niagara Falls

Burley & Griffin Industrial Inc. Kitchener



CANADIAN STRUCTURAL AND MECHANICAL LTD. Sarnia



CANAL MARINE & INDUSTRIAL St. Catharines



CANEM SYSTEMS Cambridge, Mississauga



CARMICHAEL ENGINEERING LTD. Mississauga, Peterborough



CAST CONSTRUCTION INC. Sudbury



CASTLE PLG. & HTG. INC. St. Catharines



CATANZARO MECHANICAL LTD. Woodbridge



CCM CONTRACTING Lively

CG PLG. & HTG. LTD.
Vanier

CHEMFAB INDUSTRIAL
MECHANICAL SERVICES a division of
CIMS Limited Partnership
Corunna, Hamilton

CIMS LIMITED
PARTNERSHIP
Corunna



CJ'S EXPRESS PLUMBING
& ELECTRICAL LTD.
Cambridge



CLASS 1 INC.
Cambridge

CLIMA MECH. CONTRS. LTD.
Woodbridge

CLIMATE WORKS HEATING, COOLING
& PLUMBING
Ottawa



CLOW DARLING LTD.
Thunder Bay



CMS COMMERCIAL
MECHANICAL SRV. LTD.
Scarborough

COLLINGWOOD PLUMBING &
HEATING
Belleville



COMPLETE MECHANICAL
CONTRACTORS
Bolton



CONCORD PLUMBING &
HEATING LTD.
Woodbridge



CONESTOGO MECHANICAL
INC.
Kitchener

CONSULT MECHANICAL
Concord

CONWAY'S MECHANICAL CONTRACTING
INC.
Niagara Falls



CRAIG PLG. CENTRE
Thunder Bay

CROZIER
MECHANICAL
Concord



CULLITON
MECHANICAL
Kitchener, Stratford,
Toronto



CURNEY MECHANICAL LTD.
London



D&H MECHANICAL CONTRS.
Sudbury

DALRAY CONTRACTING
LIMITED
Bowmanville



DAVE HURST PLUMBING
& HEATING INC.
Kitchener



DEAN-LANE CONTRACTORS
INC.
Kitchener



DEPENDABLE MECHANICAL
SYSTEMS INC.
Concord



DIELCO INDUSTRIAL
CONTRACTORS LTD.
London



DILFO MECHANICAL
Ottawa

DMR MECHANICAL
Stoney Creek



DMW ELEC.
INSTRUMENTATION
Sarnia



DOLVIN MECH. CONTRS. LTD.
North York

DONOVAN McNICHOLS LTD.
Kingston



DUFORT TESTING
SERVICE LIMITED
Sarnia



DUNBAR MECHANICAL
SERVICES INC.
Linwood



E. SEGUIN & SONS LTD.
Gatineau



E.S. FOX LTD.
Hamilton, Kingston, Niagara
Falls, Thunder Bay, Vaughan



EKT 90 INC.
Thunder Bay



ENERGY CONTROLS &
MECH. SERV. INC.
Kitchener



ENGIE MULTITECH
LTD.
Mississauga

ENGLISH & MOULD MECH. CON. INC.
Bolton

EXACT INDUSTRIAL LTD.
Cambridge



FAHRHALL MECHANICAL
CONTRACTORS LTD.
Windsor



FIRENZA PLUMBING
& HEATING LTD.
Toronto

FLUR DRIVER INC.
Sarnia



42 NORTH
CONSTRUCTORS
LTD.
Edmonton



FM SYLVAN CANADA
LTD.
Windsor



FORREST MECHANICAL INC.
Burlington

FRED KAU PLUMBING
& HEATING
Kitchener

GANOTEC INC.
Sarnia

GARAY INDUSTRIES
Toronto



GEO. A. KELSON CO. LTD.
Hamilton, Kingston, Sharon

GERALD DAVIDSON PLUMBING &
HEATING
Brighton



GESCO MECHANICAL LTD.
Woodbridge

GETSCO TECHNICAL SERVICES INC.
Edmonton

GH MEDICAL INC.
Mississauga

GLEBE MECHANICAL INC.
Nepean

GOHOTWATER INC.
Hamilton

GOODFELLOW & DOUGHERTY LTD.
Peterborough



GORBERN MECHANICAL LTD.
Scarborough



GORDON WRIGHT ELECTRIC
LTD.
Niagara Falls



GORF MANUFACTURING/
CONTRACTING LTD.
Sudbury



GRACE INSTRUMENTATION
& CONTROLS LTD.
Simcoe, Toronto



GREAT LAKES
CONTRACTING LTD.
Burlington

GREENOCK MECH. LTD.
Scarborough



GREYSTONE
INDUSTRIAL SERVICE INC.
Whitby

GRIST-TURANO AND ASSOCIATES
INC.
Etobicoke

H&R INDUSTRIAL SERVICES
INC.
Waterloo



HALLER MECHANICAL
CONTRACTORS INC.
Windsor

HARRINGTON MECHANICAL
LTD.
Pembroke

HECO
St. Catharines



HENDERSON METAL
FABRICATION CO.
Sault Ste. Marie

HERITAGE MECHANICAL
LTD.
Concord



HI-RISE MECHANICAL
INC.
Vaughan



HOFFER MECHANICAL
COMPANY LTD.
Hamilton



HONEYWELL LTD.
Markham



IMPACT ELEC. & MECH. LTD.
Mississauga

INDUSTRIAL TRADE SOLUTIONS
INC.
Listowel

INNOVATOR INDUSTRIAL
SERVICES
Niagara

INNOVATOR SPECIALTY
SERVICES
Sarnia

INSIGHT ENGINEERING
AND CONSTRUCTION
Toronto

J. I. PLG. & HTG.
LTD.
Ottawa

J.G. MECHANICAL CONTRACTING INC.
Concord

J.Y. MOREAU ELECTRIQUE
INC.
Rouyn-Noranda

JOHNSON CONTROLS L.P.
Burlington



JOHNSON CONTROLS LTD.
London , Ottawa



KEITH'S PLUMBING
Hamilton



KEL-GOR LTD.
Sarnia

KEM KHIDER
ELECTROMECHANICAL
Mississauga



KITTEL MECHANICA L
(2003) INC.
Fergus

KMC WORKS INC.
Toronto

KNK MECHANICAL
GROUP
Sarnia

L.A.D.S. MECHANICAL
Apple Hill



LAFRAMBOISE GROUP LTD.
Cornwall, Ottawa



LAMSAR INC.
Sarnia

LANCASTER SHEET METAL
LTD.
Hamilton

LAR-MEX INC.
Gloucester



LCD MECHANICAL INC.
Maple



LEADER PLUMBING &
HEATING INC.
Woodbridge



LEKTER INDUSTRIAL
SERVICES
Belle River



LES INDUSTRIES BLAIS
INC.
Rouyn-Noranda

LIBURDI AUTOMATION
INC.
Sudbury

LINCOLN MECH. CONTRS.
St. Catharines



LOPES MECHANICAL AND
ELECTRICAL
Coniston

LORNEVILLE MECHANICAL CONTRACTORS
LTD.
Burlington



LUNDY PLUMBING AND
HEATING LTD.
Oshawa

M. SCHULTZ MECHANICAL
Richmond Hill



M.W.M. MECHANICAL
CONTRACTOR INC.
Lively



MACKENZIE BLACK
FABRICATING
Corunna

MAINWAY INDUSTRIAL
INSTALLATIONS
Stoney Creek



MAKWA-CAHILL LP
Owen Sound

MALFAR MECHANICAL
Toronto

MAPLE INDUSTRIES
Sarnia

MAPLERIDGE MECHANICAL CONTRACTING
INC.
Pickering

MARLEAU MECHANICAL
Ottawa

MASEN MECHANICAL LTD.
Woodbridge

MATRIX NORTH AMERICAN
CONSTRUCTION LTD.
Burlington

MATRIX SERVICE
INC.
Sarnia

MCCINTOSH
MECHANICAL
INC.
Sarnia



McLEOD BROS. MECHANICAL
INC.
Sault Ste. Marie



McWATTERS MECHANICAL
LTD
Aurora



MECANIQUE CNC 2002 INC .
Bouchardville

MECANIQUE PCI
Gatineau

MECHANICAL PIPE SYSTEMS
Kingston

MECHANICAL VISION GROUP
Kingston

MEDCON MECHANICAL LTD.
Niagara Falls

MELLON INC.
Sarnia

MEP SERVICE GROUP
Toronto

MIC MECHANICAL CONTRACTING
Toronto

MIKE HOGAN PLUMBING AND
HEATING
Kingston



MODERN NIAGARA INC.
Hamilton, Kanata, Vaughan



MSB MECHANICAL LTD.
Newmarket

MULTI TECH MECH. CONTRACTORS
Mississauga



MULTIWIDE MECH.
CONTRACTORS LTD.
Concord



MUMMERY MECHANICAL LTD.
Cambridge



MUNICIPAL MECH. CONTRS.
LTD.
Brampton



MUTUAL MECHANICAL INC.
Oshawa



MWS SOLUTIONS INC
Waterloo



NELCO MECHANICAL LTD.
Kitchener



NELSON WELDING LTD.
Vaughan

NICHOLLS FABRICATORS INC
Ayr

NORTH WALES
MECHANICAL LTD.
Toronto

NORTHLAND GROUP OF
COMPANIES LTD.
Sudbury

NuHORIZON PLUMBING & HEATING
INC.
Rockland



OPUS MECHANICAL
SERVICES
Vaughan

PANKHURST MECHANICAL COMPANY
Oshawa



PATON ENGINEERS
AND CONSTRUCTORS
Sarnia

PIMENTAL DESIGN SERVICE S
LTD.
Etobicoke

PIPE-ALL PLUMBING
Woodbridge



PIVOT SYSTEMS
Toronto



PLAN GROUP INC.
Ottawa, Vaughan

PMC WELDING AND FABRICATIONS
INC.
Bath

PORTER'S CUSTOM
FABRICATION INC.
Pontypool

PROCESS GROUP INC.
Cambridge



PROCON CONSTRUCTORS
INC.
Welland



PRO-TEK MECHANICAL INC.
Ajax



QUALITY MECHANICAL
Belleville



R&R MECHANICAL
GROUP INC.
Kitchener



R.F. CONTRACTING INC.
Sault Ste. Marie



REFAC INDUSTRIAL
CONTRACTORS INC.
Harrow



REGIONAL MECHANICAL
(NIAGARA) INC.
St. Catharines

RENEGADE WELDING
Barrie



RITE WAY MECHANICAL LTD.
Guelph



ROBERTS ONSITE
INC.
Kitchener, Toronto



ROSE MECHANICAL
ONTARIO INC.
Long Sault

ROYAL MECHANICAL INC.
Concord



S & R MECHANICAL
Orleans

S&S BOLTON
Ottawa



S&T GROUP
Sault Ste. Marie



SARNIA
WOLVERINE
MANUFACTURING
Sarnia

SEASONED SOLUTIONS INC.
Ottawa

SEGUIN MORRIS
Ottawa

SELLECK MECHANICAL INC.
Maitland



SEXTONS MECHANICAL LTD.
Barrie

SIEMENS BUILDING TECHNOLOGIES
LTD.
Ottawa

SK SHEET METAL
Ottawa

SMITH & LONG LTD.
Ottawa

SONGER CANADA
Hamilton

SOUDURE B TAC
Ottawa



SPRINT MECHANICAL
Toronto



ST. CLAIR MECHANICAL INC.
Brigden

STAINLESS PIPING SYSTEMS
INC.
Toronto

STATE GROUP INC.
THE
Mississauga, Sudbury

STATE GROUP LIMITED: THE
Hamilton, Kitchener, St. Catharines

STEEL SPEED
Sault Ste. Marie



STELLAR MECHANICAL INC.
Toronto

STRAIGHTLINE GROUP
INC.
Burlington



STUART OLSON
INDUSTRIAL
CONSTRUCTION INC.
Sudbury

SUMMIT MECHANICAL INC.
Peterborough

SUNRISE STEEL
SOLUTIONS
Sarnia

SUPERIOR (STARK
MECHANICAL (COBOURG) INC.)
Cobourg

SUPERIOR BOILER WORKS AND
WELDING LIMITED
Stoney Creek



SUPERIOR
INDUSTRIAL SERVICES
Sault Ste. Marie



SUTHERLAND-SCHULTZ LTD.
Cambridge, Toronto

SWM CONTRACTING
Timmins

SYMTECH MECHANICAL
SOLUTIONS LTD.
Toronto

SYNERGY BUILDING
SERVICES INC.
Kitchener

T.I.F. MECHANICAL
Toronto



T.R.E.L OF SARNIA
LTD.
Sarnia

TALON
INDUSTRIES INC.
Toronto

TECHNICAL HEAT TREATMENT
SERVICES LTD.
Toronto



TESC CONTRACTING LTD.
Sudbury

THERMAL MECHANICAL
Thunder Bay

THOS. A. PEGG PLG. & HTG. LTD.
Ottawa



THOS. LEMMON & SONS
(1973) LTD.
Kingston

TISI CANADA INC.
Sarnia

TJI MULTI TRADE
CONTRACTORS
Sarnia

TKO INDUSTRIAL
SERVICES
Sarnia



TORMAC MECHANICAL
CONTRACTORS LTD.
Mississauga



TRADEMARK INDUSTRIAL
INC.
Cambridge, Hamilton

TRUE NORTH WELDING
Kitchener



TWIN MECHANICAL
CONTRACTING LTD.
Goulais River

UBDEGROVE PLUMBING &
HEATING LTD.
Kingston



ULTIMATE MECHANICAL
INC.
Newmarket

VAN MECHANICAL INC.
Brampton



VANGUARD MECHANICAL INC.
Toronto



VENSHORE MECHANICAL LTD
Thunder Bay

VETTE MECHANICAL
Binbrook

VITAL INDUSTRIAL
SOLUTIONS INC.
Brampton



VOLLMER INC.
Windsor



VR MECHANICAL
SOLUTIONS INC.
Ajax

W. MITCHELL & SONS MECH.
CONTRS.
Toronto

W.A. STEPHENSON MECH.
CONTRS. LTD.
Toronto

WELLFAB SERVICES LTD.
Toronto

WESTERN MECHANICAL
Barrie

WESTERN PLUMBING
& HEATING
Hamilton

XTRA MECHANICAL
Toronto

Y.A. GIBB INC
Toronto.

ZENITH SOLUTIONS INC.
Ottawa



Board of Directors Meeting with
Minister Pirie



MCA
ONTARIO
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