

# BUILDING UP

ISSUE 16 2021 | VOLUME 2

CONCRETE WORK AT MCDONALD'S  
RESTAURANT ON PEMBINA AND GRANT

## PROJECT PROFILE

### SERVING UP A SUCCESSFUL RESTAURANT RENOVATION

Customers visit McDonald's for fast and efficient service, and for a product that has the quality and familiarity they have come to trust. These are the same things Westland Construction delivers for McDonald's Restaurants of Canada as their construction manager on various renovation projects, and a reason why the restaurateur continues to partner with the construction company.

"After choosing them over other general contractors over the years, I found that they are fair when it comes to pricing and cost change orders, on time with the project and really good people," explains Ryan McCullough, Owner/Operator of 14 McDonald's Restaurants.

Westland's strengths as a highly organized and process driven company with their trademark quality control system also leads to successful projects with the golden-arched establishment.



# PROJECT PROFILE



EXTERIOR WORK AT  
KING EDWARD STREET

*I THINK THE FOUR OF US ACTUALLY HAVE A GREAT WORKING RELATIONSHIP, WHICH IS REALLY IMPORTANT THESE DAYS TO HAVE PEOPLE THAT RESPECT ONE ANOTHER, CARE ABOUT ONE ANOTHER, HELP ONE ANOTHER.*

"They're certified in all areas with McDonald's requirements," McCullough says. "We have quite a list of construction minimums that our company has to have in place, and they definitely have the components we require."

The Westland team has worked with McCullough revitalizing two of his restaurants. Currently the company is the construction manager on another of McCullough's franchises at the corner of Main and Mountain in Winnipeg. The project features a dining room expansion, dual lane drive thru addition, a walk-up window addition, beverage center addition and kitchen renovation.

"It's probably my largest project of all my restaurants and Westland's handled it extremely well," McCullough details. "With other GCs, I've always been in a situation where general contractors want to go back to the well all the time and try to squeeze as much as they can out of a project. With Westland, it's the opposite. They try to protect your best interests and they're very forthright about things that come up during the project and try to help you mitigate costs versus add-on costs. It's hard to find companies like that these days."

According to Ryan Ammeter, Project Manager for Westland, the project remodel is challenging due to the broad scope, tight timeline and added complexity of completing construction around a restaurant that continues to serve Big Macs and McFlurries.

"You're expected to get in and get out with as little disruption to the store as possible," Ammeter explains. "It's just a very, very tight timeline, so when there's an unforeseen condition or an issue, it starts to snowball, and it compounds itself and you end up having a lot to deal with all at once. This one in particular was quite challenging."

The project team encountered several structural issues that weren't initially known, as well as site conditions and issues that needed resolving. And while the situation can be stressful, Ammeter says it also pushes him and his on-site tradespeople to step up and come up with solutions.

"They're very skilled and they're very diverse in their skill set," says Ammeter of his crew. "We take advantage of the fact that we can have a guy pick up a sledgehammer and tear down a wall and put that new wall back together.

You're not looking to bring in a different crew to get a scope of work done, we know we have a group of skilled guys that understands the project and make sure that the job gets done."

When the final product is served to the client, it isn't just completed on time and on budget - it's also top quality.

"I think part of the reason why we do well with [McDonald's Restaurants] is that we understand the customer's needs and we work together as a team to make sure that the project goes smoothly," says Ammeter.

If anyone can identify with meeting a customer's needs, it's the fast-food franchiser. McDonald's has been serving burgers and fries since 1955.

Ammeter and McCullough are working hand in hand with project manager for McDonald's, Denise Snell and Westland's site superintendent Gerry Poirier.

"I think the four of us actually have a great working relationship, which is really important these days to have people that respect one another, care about one another, help one another," McCullough comments. "It's just the combo of the four of us. We try to keep that same team on every project and build a great relationship and trust with them."

That combo - great people, a proven and trustworthy track record and an exciting project - are a recipe for success when it comes to construction.

"They want to continue a partnership and hopefully keep working with us into the future with their stores," Ammeter says. [2](#)



RENOVATED INTERIOR AT  
KING EDWARD STREET

## THE GROSE REPORT THOUGHTS FROM WESTLAND'S CEO



McDonald's corporate mission is to be their customers' favourite place to eat and drink. This mission statement highlights the importance of customers as the business focus.

I'd like to think that Westland Construction shares this vision. When we tackle a construction project - from pre-construction right to the final product - we do it in a way that builds favour with our client. We pride ourselves in being fair and trustworthy, and oftentimes we make decisions that are arguably counter-profitable for our company, but they are the best and right options for our clients.

We've cultivated this culture of wholesomeness and integrity over the years, and I believe it's one of the reasons our clients choose to work with Westland on a repeat basis. McDonald's Restaurants of Canada is a customer we've had the pleasure of serving on several restaurant remodels as well as numerous smaller projects. Not only have we delivered on our promise for fair and transparent construction management, but we've also turned over projects that are on time, on budget and of top quality.

In commercial construction, where projects vary in scope and size, we rarely get the benefit of the same project twice. With franchise operations like McDonald's, not only are the projects similar, allowing us to learn from past builds and refine our process, but so is the project team, which creates continuity and cooperation. This is good news for all involved because the familiarity and repetition results in a smooth delivery and a better project.

Westland also prides itself in giving back to this important client by contributing to Ronald McDonald House Charities® Manitoba. As a silver sponsor in the FORE! The House Golf Tournament, Westland supports McDonald's goal of helping families stay together when it's needed most.

We've built similar synergies with the Original Cabinet Shop over the years, a full-service cabinet shop and millwork installer that we've engaged with on many projects, with a few more builds on the docket. Construction retrofits are oftentimes quite complex and can contain a multitude of surprises, so it's reassuring and adds a level of comfort to have a subcontractor work on a repeat basis with us.

When clients or trades work with Westland, whether it is a franchise retrofit in similar scope and size or a new build, they can count on streamlined processes and procedures, a commitment to quality and continuous improvement, our team's expertise and the values that we embrace. These deliverables translate to peace of mind for our customers and subcontractors. It's no Quarter Pounder with Cheese Meal, but it's something we hope keeps them coming back for more. 🍷

### FROM OUR PEERS

***WITH GRANT FUNDING LIMITED AND EXTENSIVE REPAIRS REQUIRED, WESTLAND WAS INSTRUMENTAL IN ADVISING AND ASSISTING THE DESIGN AND OWNERSHIP TEAM IN MAINTAINING THE FUNCTIONALITY AND AESTHETIC GOALS OF THE PROJECT TO RE-ALIGN WITH AVAILABLE FUNDS.***

**– B.J. FEHR, PRINCIPAL ARCHITECT, F-BLOK ARCHITECTURE INC.**



## INDUSTRY INSIGHTS THE ORIGINAL CABINET SHOP

The Original Cabinet Shop has worked on so many projects with Westland Construction that project manager Tony Letkeman has lost count.

"This year, I think we're on project number five," recalls Letkeman. "And then in total, I want to say 15."



Year after year, project after project, the companies have developed an ease and familiarity of working with each other. As the construction manager on a project, Westland knows the quality commercial millwork that a family-owned business like the Original Cabinet Shop will provide.

Currently, the Original Cabinet Shop is working with Westland on the McDonald's retrofit at Main and Mountain in Winnipeg - one of more than 30 McDonald's franchises for which they've installed the millwork and cabinets. At the current location, the sub trade is providing the wall panels, plastic laminate ceiling bulkheads, vanities, solid surfaces and installation of the owner-supplied millwork.

"There's definitely a lot of continuity and similarity that goes from project to project," explains Peter Grose, President and CEO of Westland Construction. "I think that when you find a sub who is familiar with that style of work and you're able to engage them on a repeat basis, there's certainly synergies and benefits that go for everybody - for the subcontractor, for Westland and for the client. It results in a better delivery and a better product."

The sub agrees. According to Letkeman, there's value in repetition - of not only a project, but people too.

"Westland is one of our preferred general contractors to work with," Letkeman says. "They've gotten us to do the millwork on all their McDonald's projects because they know the project will run smoother with us on it - especially for McDonald's."

Westland's systems and processes also make things easier for the subcontractor. Recently, the construction manager adopted Procore, a construction management software that connects people, software and data on one platform.

"Everything is always organized," Letkeman adds. "Moving over to the Procore app has definitely been beneficial. It's an ease of access to the information that we need."

More than 15 projects down and many more to go.

"It's a pleasure working for Westland and it's always nice to see that they're the GC on upcoming projects," Letkeman remarks. 🍷



## WESTLAND PERSONALITY

### RYAN AMMETER



When Ryan Ammeter left Westland Construction to attend university and explore a future career path, he didn't realize that the road would lead him back to Westland.

"I was trying to figure out what I wanted to do," explains Ammeter, adding that he continued to work on site for Westland during the summers while obtaining a Bachelor of Commerce degree from the University of Manitoba. After following a few work opportunities, Ammeter was drawn back to the people and culture that is embedded at the construction company.

"I wanted to get into a role that more suited my education," Ammeter says. "I talked to Peter [Grose] and he happened to be looking for a [project] coordinator at the time. He said, 'Hey come on in, do an interview, let's see if this will work.'"

Ammeter's experience, education and proven record as a passionate and hard worker fit the bill and he got the job. Two years later, Ammeter was promoted to a project manager, a role he's held for over 6 years now.


His position is extremely varied, something he enjoys most about the job. "No two days are the exact same," Ammeter adds. "There's always something to learn."

Ammeter appreciates the complexity of managing projects - scheduling maintenance, handling contract changes, pricing out proposed change orders issued by consultants and owners, coordinating with trades and managing billings.

"It's sort of the gamut from one end to another," he details, adding that his commerce degree gives him the skills to navigate different situations. "You're dealing with the accounting side of things, you've got an HR hat, you've got people that report to you and work for you. It's just good to know at a high level all the ins and outs and then apply them to your every day, whether it's on the project or at an organizational meeting."

Currently, Ammeter's been hard at work on the McDonald's restaurant project at Main Street and Mountain, a task right up his alley due to its tight timeline and the challenges of renovating an existing building.

"I think that's some of the fun of it - there's a little bit of stress involved, but it's kind of neat to get in there, get the work done and have everybody working toward the same common goal," says Ammeter, praising his on-site team. "Our site guys are so diverse in their skill sets. They're willing to turn questions around quickly and come up with solutions on the spot so that you can keep moving forward."

To deal with the pressure of managing a construction project, Ammeter gets his aggressions out on the ice, playing hockey, and also takes time to relax at the lake with his wife, Krista, and their dog, Obi. 

## CONTINUOUS IMPROVEMENT

### KAIZEN KORNER

*Kaizen Korner recognizes professional achievements of Westland staff.*

- **Jan Zaretski** has received his Journeyman carpenter certificate.
- **Sue Young, Megan Graham** and **Kyle Anderson** completed the Principles of Safety Management and Safety Auditor Training courses.
- **Jason Laviolette** attended the Leadership for Safety Excellence course.

## CELEBRATING OVER 40 YEARS; CELEBRATING THE FUTURE

### YESTERDAY, TODAY & TOMORROW

#### YESTERDAY

Westland's first significant renovation of an active McDonald's restaurant was completed in 2016 at the St. Anne's location. This

project was completed on time and on budget and set Westland up as a preferred contractor for these complex projects.




#### TODAY

Westland's largest McDonald's renovation to date, the location at Main & Mountain has presented many challenges but Westland has overcome and pushed through to ensure the continuous operation of the store while hitting key milestones.



#### TOMORROW

Westland looks forward to strengthening our existing relationships with McDonald's and the various operator's within the

province. Utilizing our many years of experience to provide exceptional service from tender to turn over on future projects. 



#### ABOUT US

Westland Construction Ltd. is a full-service General Contractor serving the institutional, commercial, and industrial sectors through new construction, civil support, and renovations.

#### CONTACT US

Unit 1 - 475 Dovercourt Drive  
Winnipeg, MB R3Y 1G4  
T: (204) 633-6272  
F: (204) 694-5484  
E: [info@westlandltd.net](mailto:info@westlandltd.net)  
[www.westlandconstructionltd.com](http://www.westlandconstructionltd.com)

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