

2024-2025

# ANNUAL REPORT

**VICA** Vancouver Island  
Construction Association

# BENEFITS THAT TAKE CARE OF YOUR TEAM

AS THE ADMINISTRATOR OF THE VICA HEALTH & WELLNESS PLAN, WE PROVIDE BENEFITS WITH INTEGRITY AND NO HIDDEN FEES.



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**A JOB BOARD FOR  
CONSTRUCTION IN BC**

# THIS IS WHAT A BUILDER LOOKS LIKE

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British  
Columbia  
Construction  
Association

# VISION AND MISSION

The Vancouver Island Construction Association (VICA) represents the diverse construction community across Vancouver Island, the Gulf Islands, and coastal British Columbia, including the institutional, commercial, industrial, civil, and multi-residential sectors.

As a not-for-profit organization, VICA is dedicated to building a better construction community by fostering growth, economic stability, and prosperity. We advocate for resiliency, excellence, and ethical practices within the industry while promoting a greater understanding of the construction sector among policy-makers, stakeholders, and the public. Our mission is to support the ongoing success and development of our region's construction community.

## LEADERSHIP MESSAGES

### THE BOARD CHAIR



**BARCLAY ELIS**  
Trades Labour Corporation

This year marked a significant change as VICA aligned its fiscal year with government funding schedules, resulting in a shorter board term and an earlier AGM in September. With this transition and changes within our executive committee, Rory recommended I extend my role as Chair for another year to maintain stability and continuity. I'm grateful to the board for their confidence, it's an honour to serve.

Our board approaches member issues with passion, rigour, and respect. We recently bid farewell to board secretary Allison Greaves of Durwest, whose contributions to VICA, Women in Construction (WiC), and the Young Builders Network (YBN) have been outstanding. Stepping into the role is Byron Tarby of Makon Projects, a respected leader, former YBN Central Chair, and current BCCA board member.

In March, Rory and I attended the Canadian Construction Association Conference in Quebec City. Collaboration between regional, provincial, and national associations remains essential as we face shared challenges including tariffs, workforce shortages, and economic uncertainty.

Prompt Payment legislation in BC continues to be a top advocacy priority, we remain the only province without it. Our participation in the BCCA's "Day at the Ledge" meetings with government helped lead to the drafting of a Bill, expected to reach the floor this fall. We're also developing new contract resources for members, similar to our HR Toolkit.

Our General Contractor, Civil, and Trades Councils meet regularly, ensuring members have a direct voice in shaping our direction. I encourage those in these groups to participate, you'll gain insight, connections, and influence.

Our Construct Your Future (CYF) and Tailgate Toolkit programs continue to make a strong impact. While CYF has fewer cohorts this year due to funding changes, it remains effective in preparing job-ready workers. Tailgate Toolkit earned the Humanitarian Award from the Broadcasters of BC, securing a year of free advertising that has expanded program awareness and harm-reduction outreach.

WiC and YBN committees remain vibrant, celebrating 10- and 15-year milestones. These networks are key to the future of our industry.

I am proud of the VICA team's dedication under Rory's leadership. Our move into a new, purpose-built office reflects our commitment to members and staff. If you haven't visited, we'd be delighted to welcome you.

It's a privilege to serve as your Chair, and I look forward to the year ahead.

## BOARD OF DIRECTORS

### CHAIR

**BARCLAY ELLIS**

Trades Labour Corporation Victoria

### VICE-CHAIR

**MORLEY WILKINS**

Method Chartered Professional Accounting

### PAST CHAIR

**STUART CUTHBERT**

Slegg Building Materials

### TREASURER

**CHRIS WILLIAMS**

Houle Electric

### SECRETARY

**ALLISON GREAVES**

Durwest Construction Management

## DIRECTORS

### KATE ULMER

Herold Engineering Ltd.

### JAMES CLAPP

Wilson M. Beck Insurance (Victoria) Services Inc.

### DAVE FLINT

Flynn Canada

### BYRON TARBY

Makon Projects Ltd.

### CHRIS WILLIAMS

Houle Electric

### ALLISON GREAVES

Durwest Construction Management

### JOSH FAYERMAN

Milestone Equipment Contracting

### MARK DONAHUE

EllisDon

### MARK WONG

Kinetic Construction

### EMMA MILLER

MNP LLP

### KATHY PARKINSON

Ravenstone Construction

# THE CEO

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**RORY KULMALA**  
CEO

As I reflect on the past year, I am proud of what our Vancouver Island Construction Association (VICA) community has accomplished together. Despite continued pressures from inflation, labour shortages, and regulatory challenges, our industry has once again shown resilience and strength. Thanks to the dedication and collaboration of our members, VICA continues to thrive as a cornerstone of Vancouver Island's economy.

This fiscal year, our membership grew to over 500 companies, representing a broad range of contractors, suppliers, professionals, and public owners. This growth reflects the trust placed in VICA as the Island's leading advocate, connector, and resource hub.

Our education and training programs saw strong engagement. We introduced e-learning automation to provide 24/7 access, while in-person courses expanded across the Island, from safety training in Nanaimo to leadership workshops in Victoria. Our 2024–2025 Education Catalog and new partnerships with BCCA and other RCAs further strengthened our workforce development efforts. Through our Construct Your Future (CYF) program, we connected dozens of young adults to career paths in construction. With

funding extended to 2026, CYF will continue to offer training and employment support to those entering the industry. Demand remains high, with waitlists for upcoming sessions.

Our Tailgate Toolkit Project (TGTK) made significant strides in promoting mental health and wellness. The program received the BC Association of Broadcasters Humanitarian Award and earned over \$1 million in media exposure. Its reach now extends beyond the Island, with the Calgary Construction Association launching its own pilot based on our model.

Our Women in Construction (WiC) and Young Builders Network (YBN) committees continued to foster inclusion, mentorship, and leadership, helping to attract and support a new generation of industry leaders.

VICA events remained popular and impactful, including the Vancouver Island Building Industry Awards, golf tournaments, Christmas Luncheon, and Trades Night with the Victoria Royals. These events not only celebrated our sector but also raised funds for workforce initiatives like CYF.

Our advocacy remained strong at all levels of government. We championed issues such as fair procurement, workforce shortages, housing affordability, and prompt payment. As Chair of the BCCA Employee Benefit Trust, I am proud to help advance initiatives that benefit construction employers and workers.

Looking ahead, challenges remain, but so do opportunities. VICA is committed to supporting our members and building a stronger, more resilient construction industry for Vancouver Island.

# THE TREASURER

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**CHRIS WILLIAMS**  
Houle Electric

The 2024–2025 fiscal year marked a period of strong financial stewardship for the Vancouver Island Construction Association (VICA), and our first reporting period following the change to our fiscal year-end from May 31 to March 31. This shift better aligns our financial cycle with operational planning and program delivery.

Through prudent expense management and steady revenue across Education, Harm Reduction, CYF, and member-focused events, we achieved a small budget surplus. Our investment portfolio has demonstrated strong performance despite economic challenges, allowing us to make additional contributions to our Strategic Reserve Fund. This fund is a vital resource for ensuring long-term stability and adaptability.

A major highlight was our strategic investment in a new office space, enhancing operations, member experience, and positioning VICA for future growth.

The annual audit, conducted by KPMG and approved by the Board on July 24, 2025, confirmed our financial statements are accurate and compliant with Canadian accounting standards for not-for-profit organizations, with no uncorrected misstatements and fewer adjustments than in prior years.

I extend my thanks to Rory, the VICA team, the Finance Committee, KPMG, and the Board for their dedication and oversight. Moving forward, we will maintain a strong financial foundation while investing strategically in initiatives that deliver value to our members and strengthen the construction community.

## VICA STAFF

**Rory Kulmala**  
Chief Executive Officer

**Amie Flint**  
Director, Operations

**Dawn Charity**  
Manager, Member Services

**Sarah Bartfai**  
Manager, Events & Administration

**Chenelle Falconer**  
Manager, Training & Education

**Jessica Bonney**  
Manager, Workforce Development & Engagement

**Audrey Wilson**  
Manager, Marketing & Communications

**Jennifer Thorkelson**  
Administration Assistant

**Ruth Lebbetter**  
Accounting Specialist

## CONSTRUCT YOUR FUTURE

**Taylor Wyllie**  
Program Coordinator

**Alison Bott**  
Program Coordinator

## HARM REDUCTION TEAM

**Greg Hemminger**  
Coordinator, Vancouver

**Rose Olsen**  
Coordinator, Lower Mainland

**Alexandra Stockli**  
Coordinator, Vancouver Island

**Mika Dumont**  
Coordinator, Interior

**Emilee Wells**  
Coordinator, Northern BC

# MEMBERSHIP DISTRIBUTION

We are a community of skilled professionals, from owners, general contractors, and trade contractors to manufacturers, suppliers, and purchasers of construction services, united by our commitment to advancing the industry on Vancouver Island.

Membership remained strong in 2024-2025, with the fiscal year closing at 512 VICA members, an increase of 12 over the previous year, despite this year's fiscal period being two months shorter than last.



## PROJECT SERVICES

During the 2024-2025 fiscal year, VICA successfully posted 1,056 projects on BidCentral, providing valuable opportunities for industry members.

Many industry members subscribed to BidCentral's Premium service, showing strong engagement within the community. A significant portion of eligible members now hold Premium accounts, helping build a robust network of users who actively rely on the platform for project bidding and collaboration.

## MEMBER SERVICES

**7,075**

Stat Decs signed for VICA Members

**15,083**

Contracts & Seals purchased

**1,012**

Number of orders placed for CCDC & CCA Docs

## VICA IN THE PUBLIC EYE

Despite a shortened fiscal year (June 1, 2024 - March 31, 2025), VICA continued to strengthen its presence in the public eye. Our reach expanded across media outlets and social platforms, reinforcing our position as a trusted industry leader.

In just ten months, we achieved 55 total news and media mentions across Vancouver Island and British Columbia, covered by 29 unique media outlets. On LinkedIn, our audience grew to 5,148 followers, contributing to a combined total of 10,903 followers across all social media channels. This steady growth is a direct result of our strategic marketing, communications, and public relations efforts, amplifying our voice and enhancing our visibility within the industry and beyond.

- 55** → Total news & media mentions
- 29** → Number of media outlets that covered VICA
- 5,148** → Number of LinkedIn Followers
- 10,903** → Total followers across all social media channels



# TRAINING & EDUCATION

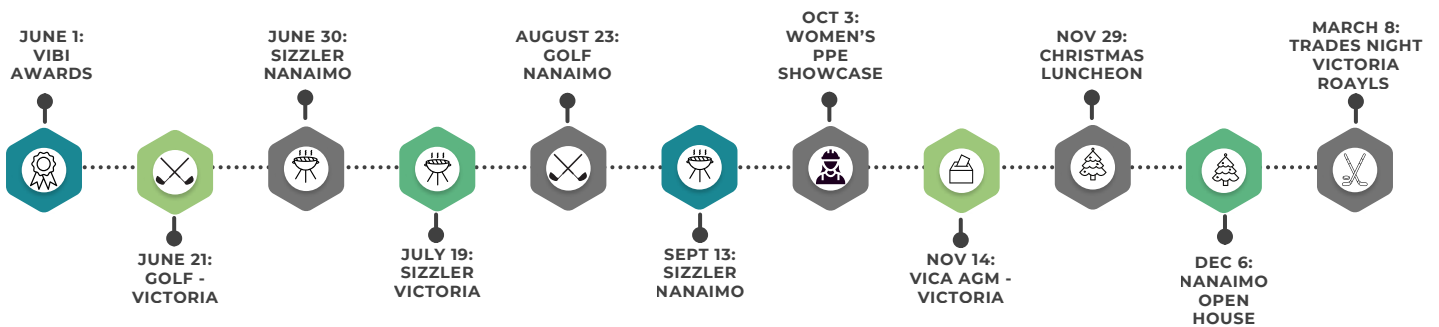
Despite a challenging year shaped by global tariff uncertainty and a shortened 10-month fiscal year, VICA's Education Department was ahead in profitability at the end of January 2025. This success led to 80% completion of the budget despite the shortened year. The department had a modest growth over the previous year's earnings, indicating overall financial revenue growth for the year.

When it came to other initiatives the education department launched 14 innovative courses, and expanded access and efficiency through e-learning automation. We reopened in-person training spaces in Nanaimo and Victoria, relaunched contractor councils and began growing workforce development initiatives that will be carried through the 2025-2026 including an apprenticeship sponsor program and crane training initiatives. The Education department also ended the year with a high Net Promoter Score of 51, an 'excellent' rating, indicating a strong likelihood of participants to recommend VICA courses.



# INDUSTRY EVENTS & ENGAGEMENT

This year was marked by exceptional events and increased membership involvement. We saw a significant rise in engagement and attendance compared to the previous fiscal year. VICA hosted a total of 11 events across Southern and Mid Vancouver Island, including highlights such as our annual Golf Tournaments, BBQ Sizzlers, and more.



379 Member Companies attended at least one event. We engaged 74% of our members through events in this fiscal year.

## MEMBER ATTENDANCE

1647 VICA members from 379 member companies attended 11 events this year (June to March).





## FOR BC CONTRACTORS LOOKING TO BUILD THEIR BEST TEAM AND CREW:



**BUILDERS LIFE  
TALENTCENTRAL**

Want an easy way to find employees for your construction projects? BCCA's new, construction focused job board connects employers and job seekers across BC.



**STEP Skilled Trades  
Employment Program**

Pre-screening and referral of high quality, job-ready candidates for entry-level and 1st year apprenticeship positions, with ongoing follow-up to ensure a good fit.



**bc ca | INTEGRATING  
NEWCOMERS**  
*Join Canada's construction workforce.*

Connect with highly skilled construction professionals, either on their way to Canada or recently arrived as Permanent Residents, and looking to start work immediately.



**connect**

Find job-ready, pre-vetted candidates for construction and other jobs in the Terrace and Kitimat area, including local First Nations Communities.

## FOR BC CONTRACTORS LOOKING TO RETAIN THEIR BEST TEAM AND CREW:



**BUILDING  
BUILDERS**

Mentor new and motivated construction trade apprentices and professionals, and access free training plus a potential wage subsidy opportunity to support Mentee work experiences with your company.



**bc ca Employee  
Benefit  
Trust**

The BCCA Employee Benefit Trust provides customized employee health benefit packages for construction businesses in order to meet the unique needs of construction employees.



**Builders<sup>®</sup>  
Code**  
*The Standard for Workplace Culture*

Attract and retain skilled workers by fostering an environment of safety, inclusion, and respect. Access easy-to-use resources, training, and support to build and maintain positive workplace culture.



**'TAILGATE  
TOOLKIT'**

For employers to educate themselves on harm-reduction, such as substance use and pain management, while gaining the tools and resources to support staff members who need them. Leadership training options are available.

Trades Training Fund



**LNG CANADA**

Pays technical training costs, books and other fees for your apprentices in Northwest BC, from year 1 through completion.

## FOR COMPANIES LOOKING FOR PROJECT OPPORTUNITIES, TO BUILD TRUSTED NETWORKS, OR FOR CONTRACT AND PROCUREMENT ADVICE:



**BidCentral™**

The contractors' best source for timely, quality, construction project, prebid or permit opportunities in BC, and where GC's and owners can find and invite contractors to their public or private projects.

**BCCA INDUSTRY PRACTICES**

Leading the industry in providing trusted information, guides and best practices to contractors, trades and suppliers on topics like procurement, contracts, the Builders Lien Act and project closeout.

# CONSTRUCT your future youth employment program

VICA's Construct Your Future (CYF) program equips young adults with the skills and knowledge for entry-level construction jobs by visiting member job sites to explore career paths, roles, responsibilities, and safety requirements.



The Construct Your Future program continues to empower students by bridging them into the construction industry with in-depth training and invaluable work experiences. In the last fiscal year, we saw a significant number of graduates successfully employed, reflecting the program's impact in preparing them for real-world opportunities. Supported by multiple companies, including numerous VICA members, CYF organized work experience days, in-person training, and speed interviews to facilitate student-employer connections. These partnerships remain integral in building a skilled workforce and fulfilling industry demands across Vancouver Island.

**80%** 21/26 participants found full-time employment

**34** Companies for work experience

**14** Companies for speed interviews

**4** Companies for in-person training

**17** Companies employed participants

**29** VICA member companies were involved with CYF

## THANK YOU!

To our VICA members who have contributed to the CYF program:

## TESTIMONIALS

“ This program has helped me feel more confident in my life. Being part of a group has been hard for me in the past and I feel welcomed by our group in the classroom. My confidence has been boosted and I feel comfortable to speak in the group to ask questions, participate, and talk to each other.

I enjoy hands on learning days in the program and I understand why we do some days of in class learning as well. Being a part of this program and learning about all the life skills has helped me reflect on my past experiences and helped me learn from them. This program, overall is run very well. ”

- 18-year-old male participant from BC

“ When I first came in for my interview, I was very nervous, however the staff immediately made me feel comfortable, welcome, and like an equal. When staff called to tell me, I was given the opportunity to participate in the program I was so excited! At that point in my life, I was feeling like nothing was working out for me until that happened. It felt like it happened at the perfect time and was aligning with my goal of working in the industry for my future. ”

- 24-year-old female participant from BC

“ Before this program, I feared being on construction sites and did not have the confidence. Now I feel better and can work at any site. I have learned so much about it and continue to learn more every day. English is not my first language; this program has helped improve my English and learn new words. I learned many things from the certifications we have done. The extra stuff we get in the program is great too! Like gas help, grocery help, and getting paid to come. Having this program is awesome for me. I feel more active, learned so much, getting paid to come, and everything is just great! Staff are doing a great job. I appreciate their help and when I ask for help, I feel so comfortable. Staff here give me hope, I am glad to have them take time to explain things to me and support me so much! Thank you both! ”

- 29-year-old male participant permanent resident

# TAILGATE TOOLKIT PROGRAM

Addressing the disproportionately high number of toxic drug deaths among individuals in the construction and transportation sectors, VICA continues the work of the Tailgate Toolkit; a harm reduction program rooted in education, stigma reduction, and life-saving resources. The Tailgate Toolkit receives funding from the Ministry of Health to deliver toolbox talks, leadership training, naloxone workshops, and region specific resource guides to construction sites and companies across B.C.

This program is free and promotes awareness of mental health, pain management, substance use, and stigma while equipping workers and employers with actionable harm reduction tools.

**YOU DESERVE  
THE RIGHT TOOLS**

**'TAILGATE  
TOOLKIT'**



<b>703</b> Total number of <b>naloxone kits</b> distributed	<b>41</b> Attended industry and community <b>events</b> by Tailgate Toolkit staff
<b>4,382</b> <b>Participants</b> attended Toolbox Talks	<b>4,200</b> Event participants
<b>13,746</b> <b>Print materials</b> distributed	<b>8,582</b> Total number of <b>individuals reached</b>



**WORK HARD.  
PLAY SMART.**

## 2024-2025 AWARDS

The Tailgate Toolkit was honoured with the 2025 Humanitarian Award from the BC Broadcasters Association, recognizing its impact across B.C. construction communities.



Tailgate Toolkit received the 2023 Community Leader Award from the Canadian Construction Association, presented at the CCA conference in 2024.



## TESTIMONIAL

“We were grateful to welcome the Tailgate Toolkit for a two-day presentation series during Mental Health Awareness Month in May. Mika connected with our team members across multiple offices and sites in an honest way that left a lasting impact. Her vulnerability and openness in speaking about mental health, addiction, and recovery sparked meaningful conversations and reminded us that support is always available.

At Acres, we're committed to fostering a culture where mental health is just as important as physical safety. The Tailgate Toolkit is helping make that possible, and we're proud to have partnered with them.

- INTERIOR TALKS

# NETWORK COMMITTEES

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VICA has four network committees that continue to grow and foster a great sense of community in the industry. These include our two Women in Construction (WiC) Networks in Victoria and Nanaimo, and our Young Builders Network (YBN) in Victoria and Nanaimo. Additionally, we have revamped our Trade, Civil, and Contractor Councils this year!

These committees are VICA's social arm, providing excellent networking opportunities for both industry veterans and newcomers alike.

## WOMEN IN CONSTRUCTION (WiC)

WC Victoria and Nanaimo hosted 11 events, ranging from fun socials to educational opportunities on relevant industry issues. WiC had a total of 745 registrants during the year.



## YOUNG BUILDERS NETWORK (YBN)

YBN Victoria and Nanaimo hosted 10 events in the 2024/25 fiscal year. Ranging from socials to incredible themed events, the Young Builders Network takes networking to new levels with 451 total registrants.



## TRADE, CIVIL, AND CONTRACTOR COUNCILS

Our industry members guide everything that we do at VICA. Led by our board chair's, we've re-invigorated the Trade, Civil and General Contractors Councils as a way to discuss issues that matter and look for ways that VICA can take action to support industry initiatives. Our contractors councils are comprised of industry members from their specific fields of work and open to any members that would like to join.

**Interested in joining? Email [info@vicabc.ca](mailto:info@vicabc.ca) to sign up.**

Meetings are held quarterly and have featured guest speakers on various topics, as well as round table discussions where members can share information. This year, 40 members attended the 12 sessions.



**Builders<sup>®</sup>  
Code**

The Standard for Workplace Culture

# TOGETHER WE'RE BUILDING A CONSTRUCTION INDUSTRY THAT WORKS FOR EVERYONE.

## BCCA's Builders Code:

- Establishes a standard code of conduct for the construction industry
- Provides you with the resources you need to ensure a safe and productive environment, free of hazing, bullying, harassment, and discrimination

Show your commitment to acceptable workplace culture.

Become a Builders Code signatory today!



[builderscode.ca](http://builderscode.ca)

