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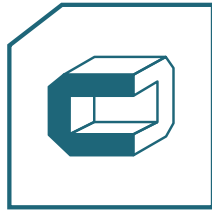
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VICA

Vision & Mission

Our Vision: We are dedicated to driving excellence, trust, and prosperity within Vancouver Island's construction industry.

Our Mission: To represent and advocate for our members and industry, to support member excellence and the markets they serve, and to provide exceptional member services to ensure their resiliency and relevance while embracing industry-leading governance and operational practices.

Our Blueprint is defined by our membership.

Our Foundation is integrity.

Our Keystone is leadership.

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WHO WE ARE & WHAT WE DO

As the Vancouver Island Construction Association (VICA), we serve our construction community: the institutional, commercial, industrial, civil, and multi-family residential construction sectors on Vancouver Island, the Gulf Islands, and other coastal areas of British Columbia. With roots that date back to 1912, we are one of the oldest construction associations in Canada.

As leaders in the industry, we believe in collaborating, sharing knowledge, and making it more profitable to do business on Vancouver Island. We do this through advocacy and representation on regional, provincial, and national policy and regulatory issues, and through spearheading formal and informal dialogue with local governments and the construction community at large.

WE BELIEVE IN BUILDING AN INDUSTRY FOR A STRONG FUTURE.

At VICA, we value diversity within the construction sector and are proud to be the association of choice for over 430 small and large companies from the southern tip of the Island to the most northern point. We are a community of skilled professionals — from owners, general contractors, and trade contractors to manufacturers, suppliers, and purchasers of construction services — looking to connect, grow, learn, and save. Through our courses and workshops, events and conferences, and our Under 40 (U40)

and Women in Construction (WiC) networks, we bring our members together to create business opportunities and promote industry excellence.

OUR INDUSTRY ADVOCACY SPANS COAST TO COAST.

We are proud to be a part of the BC Construction Association and the Canadian Construction Association, giving our members a national voice on issues and opportunities that affect everyone in the construction sector. Together, we strive to create a fair and transparent construction industry, guided by ethical standards and practices, while fostering growth and economic stability.

A VICA MEMBERSHIP IS MORE THAN JUST BEING PART OF AN ASSOCIATION.

To be a VICA member is to be a member of a community that shares the same vision: to build up this dynamic industry we are all proud to be a part of. Our goal at the Vancouver Island Construction Association is to connect you with the training and education, project and business development opportunities, and labour you need to grow your business while saving you time and money.

Our diverse group of members — comprised of women, men, young, and old — brings unique skills and experience to the workforce. By coming together, we form a collective voice while contributing to the thriving construction industry on Vancouver Island. ■

YOUR VICA TEAM



VICA MEMBER BENEFITS

The Vancouver Island Construction Association (VICA) brings you access to a broad network of skilled professionals, industry-specific training and education, and access to project opportunities and business intelligence that create success. Connect, grow, learn, and save with us, and the construction community on Vancouver Island.

CONNECT WITH VICA

VICA events, many exclusive to members, offer opportunities for you to meet industry leaders, expand your network, and learn about issues and opportunities specific to the Vancouver Island construction sector. Our Under 40 (U40) networks bring together young professionals to support and promote career paths in the industry, while our Women in Construction (WiC) networks promote and support the participation of women in the industry; both encourage mentorship, as well as community involvement.



GROW WITH VICA

Companies large and small benefit from VICA's work in procurement and issues management, as they do with the project opportunities and bid results available through BidCentral. In addition to unparalleled, one-on-one support from our Project Services team, our members receive 24/7 access to project opportunities, a weekly project bulletin in their inbox, pre-bid notifications, downloadable plans and specs, and more.



LEARN WITH VICA

VICA offers a robust Training and Education program fit for everyone in the construction industry, from seasoned vets to apprentices. Through online and in-class courses, we're here to help you grow professionally while obtaining your CPD Points and Gold Seal Credits.



We're also proud to be your resource for Vancouver Island construction industry data. Members have access to quarterly construction reports and regular construction sector business intelligence updates to keep you informed with industry data and trends.

SAVE WITH VICA

VICA has identified strategic partnerships that result in immediate savings for members, from discounts on office supplies and fuel to preferred pricing on hotels and flights. These savings add up quickly to benefit your bottom line; in many cases, covering a portion of your membership investment. VICA members also enjoy complimentary statutory declaration services, significantly reducing lawyer and notary fees.



BCCA Employee Benefits provides VICA members with traditional group benefits, hour bank plans, executive reimbursement plans, and critical illness insurance. Designed specifically for the industry, our benefits plan ensures that you're taking care of your biggest asset: your employees.

IN 2017, HERE IS WHAT OUR MEMBERS HAVE BEEN UP TO:

- 1,580 attended VICA networking events, roundtables, and forums
- 830 registered for VICA courses (online and in-class)
- 7,015 subscribed to receive newsletters and followed VICA on social media: Twitter, LinkedIn, and Facebook
- Fuel Program average member savings: \$750
Total member savings: \$81,744 | Top user: \$7,600
- Monk Office average member savings: \$675 (total: \$32,065)

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Getting to know your CEO

Q & A with VICA CEO, Rory Kulmala

Since the end of February, Rory Kulmala, VICA CEO has spent his time travelling the Island, meeting members, and learning about and aligning with the mission and values of VICA. So far, he says his experience has been excellent and credits the VICA staff and board for their patience, guidance, and support as he learns the ropes. Having spent 25 years acting in a broad range of roles within the construction realm, he says it's been interesting to now be an advocate for the construction industry – an industry he has great respect for.

Reflecting on his first year as the CEO, Rory answers a few questions about himself, the industry, and the members and stakeholders he has met.

1. After touring the island and talking to many of the VICA members, what do you see as some of the biggest challenges facing the Vancouver Island construction industry?

The issue that is floating to the top right now is just how busy the market is. I don't think we can truly say we've seen a construction boom of this nature in a very long time. We have a lot of activity which translates into a lot of observations about capacity in the marketplace and the ability for the public sector projects to get done. The private sector has taken a lot of resources to get their projects done, which has been a tough pill to swallow for the public sector projects. Then, layer on the fact that there are not enough skilled trades people coming into the workforce to replace the ones retiring, so a busy marketplace and a short labour pool means we have a challenge in our ability to be reactive and ramp up accordingly.



2. You have held many leadership roles in your 25-year career. How would you describe your leadership style?

I would categorize it as interactive, situational, and mission-focused. I work with competent and exceptionally well-prepared people. Supporting and listening to each other and collaborating on what has to happen, and how it has to happen, is critical to making sound decisions. When we have everybody on the same page at the same time, that is how we create success and how we create resiliency.

3. Now that you have had some time to become more familiar with VICA, which initiatives strike a chord for you personally and as a business person?

One of the things we try to do is educate and communicate to all stakeholders in construction. I am always in dialogue with our members to try to understand how busy they are, where they pull resources from, how they feel the strain, and how they deal with it.

Recognizing that we have approximately 430 members on the Island, it's my goal to be accessible to each and every one of them

and create opportunities for them through networking events, information series, and site visits.

We try to create opportunities where public agencies can get in front of our membership and give them a glimpse into their respective capital plans, so that our members are able to process the information and provide feedback in a constructive and respectable manner. Having a dialogue helps find a solution to existing issues.

Education and communication is how we connect members to their association.

4. Have you had the opportunity to see any of the projects VICA members currently have under way? Have any projects on the Island's construction landscape stood out to you?

I see many projects that stand out every day when I'm out driving around. Given the focus of our association — institutional, commercial, and industrial — most, if not all of our members, are somewhat tied to a project that demonstrates a collaboration that works well. The large projects and complex infrastructure such as high rises, water treatment plants, heavy industrial facilities, highways, and shopping malls are all finely-tuned machines with a lot of teamwork and effort. I really appreciate and take note of the diversity of our capabilities on the Island when we look at the spectrum of projects. I'm most impressed by the capacity and capability of our industry to deliver on a myriad of projects. The collaboration, alignment, and cooperation that has to happen is a testament to how well the industry works.

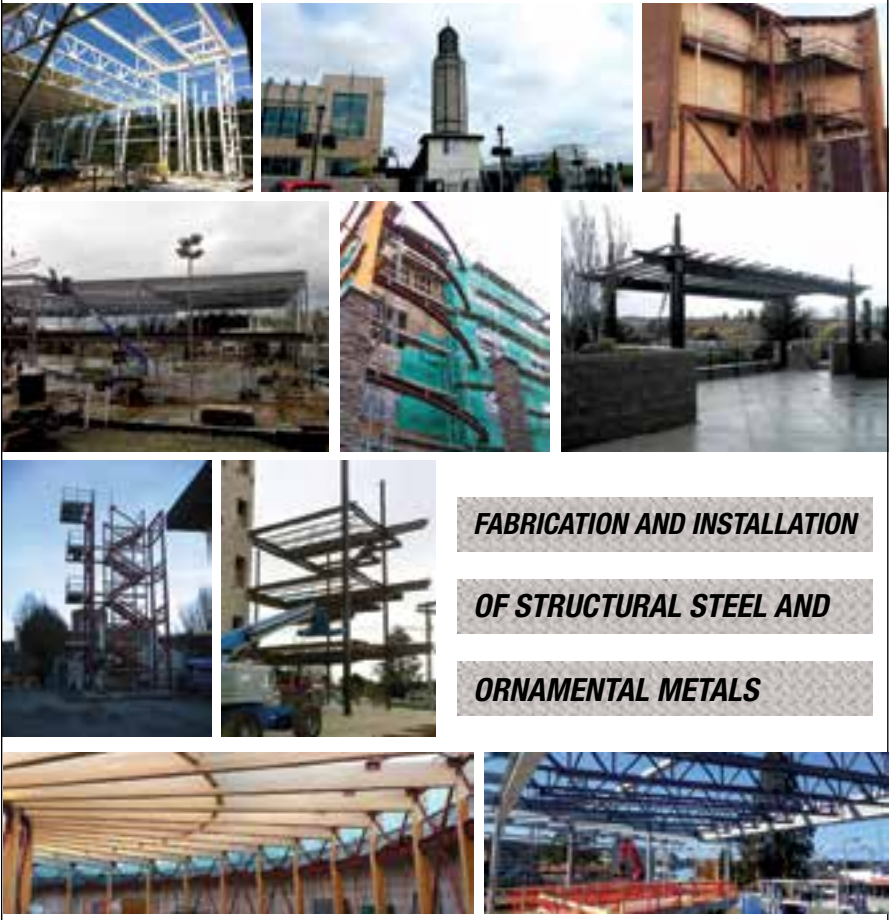

5. In the construction industry, there is a lot of dialog about ethics and core values. From your perspective, what do you believe to be important core values this industry should embody?

Construction, like many things, is about people and the resiliency and success

we see on the Island is, for the most part, accredited to the people that deliver on these projects. When we talk about ethics and values, it's about creating an industry that is appreciative of the men and women who take pride in their work every day. By acknowledging those people, we can build a culture that makes it attractive to those wanting a career in construction and it builds trust and professionalism within our

business. Our construction community is a significant contributor to our economy. It is done with the goal of achieving the highest standards because the people doing the work also have that high level of ethics and values.

6. Do you belong to any other professional association? What motivated you to join, and where do



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you find value in belonging to these professional communities?

I have been a member of the ASTTBC (Applied Science and Technologist of B.C.) for over 20 years, and a member of PMI (Project Management Institute) for approximately 15 years. I joined these two associations because I felt it was important to be a part of an industry-recognized designation that recognises my education, training, and knowledge and helps me interact with like-minded individuals in the industry. Being a part of these associations has given me opportunities to gain other perspectives and they have been a great resource for networking. Like VICA does for its members, these associations advocate for me on my behalf in a professional capacity.

7. How do you enjoy your spare time? What is something interesting that VICA members would be surprised to know about you?

I have two teenage daughters, so

my wife and I enjoy supporting them while they pursue their interests, be it competitive softball or school sports such as soccer, volleyball, or band. As a doting dad, I enjoy that. In my down time, I'm an avid motorcyclist so on a sunny day I look forward to getting out on the road. I have a BMW 1200GS touring bike and when I ride I dream of driving across the continent, but so far I've been up and down the Island and through the interior. I've also been playing guitar for many years, I don't profess to be any good but I enjoy it. Give me a glass of single malt scotch and my guitar, and I'm good for a few hours.

8. What advice would you give to someone who is considering joining an association such as VICA? Or joining the VICA Board?

Being a part of an association means that association is thinking about you even when you are not. Our members are busy delivering on what they do, so the value of being a member of an association

is that we are your front line as to what is happening in the industry from business, practical, and legislative perspectives. There are many things we are doing on behalf of our members that allows them to focus on their business, be it construction, supply, or design. I believe that is a fundamental role as an association.

You can sign up and embrace the benefits of an association, but the true benefits come when you get involved. It's not a heavy burden of time. You pool the amount of people that we have in our membership, it's easy to see how a little bit of effort from a lot of people can go a long way. By assuming a position on the board of directors and our other committees, and networking at events, you create shared value. Associations rely on involvement and feedback, so it's through communication and participation that we are able to deliver real value to our members.

Like many things in life, you are going to get out of it what you put into it. ■



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A MESSAGE FROM THE CHAIR DAVE FLINT, FLYNN CANADA

As Chair of the 2018 VICA Board of Directors, under the guidance of a new strategic plan, my focus for the year is member value. For our association to remain relevant, it is critical that we provide training and business development opportunities while advocating for the industry on our members' behalves.

As a member of the construction industry for over 30 years, and as a partner in Flynn Canada, the biggest opportunity I see in our local industry is to increase the value placed on the trades as a viable career option, to improve basic business education for company owners, and to increase enforcement of rules and regulations, particularly around public procurement.

Decades of the trades being undervalued as a career option has resulted in an extreme shortage of tradespeople across North America. While many young people have held core values that align with those offered in the industry, the options have been poorly presented to them or not encouraged at all.

To reverse this trend, we must promote the construction industry as the lucrative and stable career choice that it is.

Improving basic business education for construction companies is another opportunity. There are few requirements for obtaining a business license within our industry; none of which include understanding the true cost of a start-up. The resiliency of the construction sector will be fortified by the success of the companies that serve this market. Promoting our industry members to be forward thinking with long-term strategies for growth in mind will result in the success of these companies for years to come. Investment in training and development — of all staff members, including the owners — must be a priority for this to happen. VICA is constantly evolving its training and education programming, especially for entrepreneurs and their employees, and it is my goal to ensure these courses are fully utilized.

Finally, the enforcement of rules and

regulations. Just as all people expect that the rules of society will be applied and enforced equally, the licensing, WorkSafeBC, and tax laws need to be equally applied and enforced within our industry. Working with licensed, safety-oriented companies that pay taxes and contribute back to training should be valued by both the industry and the public alike.

With opportunities like this, I am looking forward to a strong 2018 for the construction industry. There seems to be an air of investment on the Island and, although it may not seem like it to first-time homeowners, Vancouver Island continues to be of excellent value for real estate. The rest of the world has finally recognized that this little rock on the west coast of Canada is a largely untapped jewel.

The future looks bright for our industry and all those working within it. With challenges come opportunities and we are resilient enough to take both on. ■



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CONSTRUCTION GOES VIRTUAL



Modular construction gets high tech at Monk Office

When designing a new build or planning a renovation, some details are hard to visualize. Six inches can seem negligible on a blueprint and the difference between alabaster and ivory may appear minor from a paint chip. That is, until the project is complete. Then, those few inches can mean the difference between comfortably moving around a room or being crowded, just as the wrong choice of paint colour can turn a hallway from bright and modern to dated and dull.

Seeing firsthand how crucial these details can be, the interiors team at Monk Office uses DIRTT Environmental Solutions to work with customers to achieve their ideal space. By using immersive 3D technology, Monk can literally bring ideas to life. With this, they can take blueprints to the next level without the burden and expense of altering plans after project completion. Apart from reaching out and opening windows or closing doors, customers can see and experience the feel of their new space as if the construction was complete, thanks to DIRTT's interactive software. Looking to go further than a 3D video walkthrough? Put on a pair of VR goggles and a 2D floorplan appears as a fully finished project all around you. From the size of your office to the finish of the boardroom table, everything can be tweaked until the space is perfect.

Bringing ideas to life: Using ICReality™ software, Monk can help you visualize your office space in 3D.

For James Johnson, business development leader at Monk, this is where VR and 3D modeling can be hugely beneficial to the customer. “When you’re looking at a 2D floorplan, you’re looking straight down,” he says. “It’s hard to understand the difference between two and three feet of space. It doesn’t really mean anything until the project is complete and two people try to get by one another with only two feet of room.” The ICReality™ software from DIRTT removes the uncertainty from the construction experience, and doesn’t rely on customers having to visualize their design decisions. Instead, using 3D walkthrough videos or mixed-reality headsets, they can overlay virtual designs on top of their chosen physical space, and make modifications to see what works best while staying apprised of price, physical constraints, and schedule. “It really does give you as close as a conception of what you’re going to get as possible in the virtual world,” says Johnson.

As the exclusive DIRTT partner on Vancouver Island, Monk office has used the suite of high performance prefab interiors to create custom spaces for a variety of spaces — from multi-storey complexes to small home offices. As a leader in office outfitting on the Island, Monk is committed to managing their business in a way that contributes to a sustainable society. Using DIRTT interiors was a logical continuation to these values, finding DIRTT to be a valuable way to help customers achieve green building goals.

At its core, DIRTT is a streamlined system that values sustainability in every stage of production and assembly. “At a conventional construction site that uses wood and drywall, a lot of that extra material ends up in the dump,” Johnson explains. “With DIRTT, there is much less waste. The small amount of aluminum cut-offs that are unavoidable are recycled directly at the plant, meaning we don’t end up with any waste on the construction site.”

Although a definite environmental plus, it’s also a direct benefit for the customers themselves. What you see in the virtual world is directly translated to blueprints in an all-in-one program that ensures what is being manufactured and installed is precisely what is displayed in the headset — no translation required. For customers, this means they will receive exactly what has been demonstrated, while reducing downtime so they can get back to business as soon as possible without the hassle of being under construction in the conventional way.

Interested in learning more about how DIRTT VR technology can help in your next construction? Contact the Monk Interiors team at hello@monk.ca.





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Hackers LOVE attacking construction companies



In August of this year, MacEwan University and Clark Builders were scammed for close to \$11.8 million in what is just the latest of the ongoing attacks on builders and their clients.

The combination of high trust among clients, large purchase orders, and moderate technical skills among many construction companies make them an ideal target.

While there is no bulletproof technical solution, there are a few relatively easy hints that can help protect your company against scammers.

HARDEN YOUR E-MAIL

The single most important communication tool for most companies is their e-mail — It's also the number one vector for attack. Everyone in the world can send a message to anyone and those messages can say anything. For decades, hackers have realized that a well-crafted virus or bogus e-mail is their single most effective method to scam a company.

- 1. If you're using POP e-mail, stop.** POP is an older protocol that has been widely replaced with IMAP and EXCHANGE solutions. Typically, if a server doesn't support the newer protocols then it won't support the more advanced security features that are now necessary.
- 2. Consider replacing on-premise mail servers with Cloud.** For many years, it was the norm to have a small business server in the business. With the advent of Cloud services, these have fallen significantly out of favour. No local IT provider (including us) will be able to keep up with the change more effectively and economically than a Cloud provider can. Using services like Office 365 or Gmail will save you money and increase your security.
- 3. Robust spam filters and antivirus is a must.** It seems obvious, but so many

organizations rely on free or inferior options. Only enterprise-level solutions that are constantly monitored and updated should be trusted.

4. Nothing replaces common sense.

Almost every attack must rely on the recipient clicking yes. Be alert any time you're asked to put in a username or password. If you are asked to e-mail an external source, be wary.

The most common attack over the last year has been the Purchase Order Phishing attack. This is an e-mail that appears to come from within the organization or from a trusted source. A good e-mail system will typically mark it as spam. If you're finding messages in your spam from people you know, there's a good chance it's a bogus message. Be very careful opening links.

DON'T REMEMBER WHEN YOU LAST DID A SECURITY REVIEW? IT'S TIME TO LOOK AT IT NOW

Technology changes fast. Security changes faster. The best recommendations of 2016 will not be the best recommendations of 2017. With staff turnover, mobile devices, Cloud, and on-premise solutions there is a multitude of moving parts and having a professional review is essential. If you already employ a technology solutions provider, have them ensure that:

- all equipment firmware is patched and up to date,
- all servers/workstations are patched and up to date,
- all passwords are reset or set to expire after a reasonable period, and
- all shares of documents to internal and external sources still make sense.

By following these steps you can reduce your risk of common issues we see by up to 99 per cent. ■

The many paths to an NCSO™ designation

By BC Construction Safety Alliance

Leah-Ann has a Construction Safety Specialist (CSS) provincial certificate from the BCCSA, but has decided to apply for the National Construction Safety Officer (NCSO™) designation. She wants to be able to work as a safety officer in different parts of Canada and the NCSO™ will allow her to do just that. As a CSS holder, she has already done the majority of training required to earn the designation – all that remains is to complete three additional courses and pass the provincial and national exams. What's more, her application in the program will be prioritized. Leah-Ann is excited by the possibilities.

Ian has been working as a construction safety officer ever since completing the training program at BCIT in 2012. He has heard a lot of good things about the designation but isn't sure whether he is ready for this next step or whether he will be able to manage the workload. It will be a challenge, but Ian will receive equivalency for some of his CSO course work and his construction experience and safety knowledge are sure to help with courses and exams. Plus, he can go at his own pace. Because Ian already works for a construction company, he qualifies for no-cost training through the BCCSA. He is more ready for the NCSO™ than he thinks!

Julie and Mark are co-owners of a small construction firm in Keremeos. They are very safety conscious and their future plans include earning the Certificate of Recognition (COR) from BCCSA. They would also like to hire a full-time safety officer but, until now, this has been a challenge in terms of affordability. Now that the NCSO™ is here, their options have opened up. Not only will a holder of this entry-level H&S designation be a perfect fit for their safety officer needs, but he or she will also be able to serve as the COR internal auditor. Julie and Mark's safety goals are in reach!

Derrick is an NCSO™ in Manitoba who has just accepted a job with a company in B.C. Derrick has learned that, for his NCSO™ certificate to be recognized in B.C., he will need to take some jurisdiction-specific training that includes a course on B.C. construction safety legislation and administration (which will be of particular importance in his new job) and fall protection. Derrick is pleased that his Manitoba credentials are recognized and knows the transition to B.C. will be smooth.

Each of these scenarios illustrates why the buzz around the National Construction Safety Officer designation is getting louder. This new kid on the safety-credentials block offers increased mobility and job opportunities for safety professionals, opens the

door for smaller employers to hire a safety officer, and will help increase the pool of safety professionals industry wide, thus filling an identified gap.

The Canadian Federation of Construction Safety Associations (CFCSA) approved the NCSO™ in the summer of 2016, after many years of lobbying on the part of BCCSA (one of its biggest boosters) and other CFCSA members. Designed to replace various credentials Canada wide, here in B.C. it will be offered instead of the Construction Safety Specialist designation, which was phased out on August 31, 2017.

For BCCSA executive director Mike McKenna, whose organization began offering the NCSO™ in January, perhaps the best thing about the designation is an end to what he calls an alphabet soup of credentials that was acting as a drag on everyone concerned. "We had credentials that often differed in name only but managed to keep both employers and safety professionals from making choices in the best interests of their companies and careers," says McKenna. "Now, instead of confusion and barriers, we have a designation that will provide standardization, stability, mobility, and, most importantly, will enhance workplace safety. We encourage everyone — from current CSS and CSO holders to those looking to build a career as a safety professional — to consider the NCSO™."

"Although the NCSO™ is considered to be an entry-level designation, this should not be construed as less than," says Urvi Ramsoondar, assistant director of operations at BCCSA. "Throughout the development of this designation, the focus was on ensuring that it be credible and respected in the field. After all, we're talking about maintaining safe jobsites in a hazardous industry."

Accordingly, the program's requirements are comprehensive. Candidates will need at least three years of hands-on construction industry experience, they must complete a suite of course work that includes jurisdiction-specific training to ensure sufficient knowledge of provincial H&S rules, regulations, and legislation, they must pass both a provincial and national exam, and must maintain the designation by completing mandatory professional development within every three-year cycle. "At the end of the day, NCSO™ holders will have the recognized skills and experience to serve as effective safety officers," says Ramsoondar.

Visit bccsa.ca for information on obtaining your NCSO™ designation or email: nco@bccsa.ca. ■

Boom times for Campbell River Big project brings big investment

By Melanie Franner



Powerhouse cavern – the underground powerhouse is 10 stories high and as long as an NFL football field.

The John Hart Generating Station Replacement Project is a \$1.1 billion venture that has revitalized the Campbell River area in more ways than one. Having started in 2007, it's a long time in the making, but one that promises to keep economical rewards coming for a long time yet.

GOOD TIMING

"We're about 75 per cent complete with final completion still on target

for fall 2018," says Stephen Watson, communications lead at BC Hydro.

Key to the success of the project – and the local construction trades involved in it – was the Major Projects Portal, an online pilot program initiated by the Campbell River Chamber of Commerce (in which VICA was one of the initial supporters) that brought together local expertise and engagement with BC Hydro and project contractor InPower BC.

"It proved to be a huge success," notes

Watson, who adds that the portal has since continued to operate and is being used on other major projects within the Campbell River area.

IN GOOD COMPANY

In addition to providing jobs for many people – 500 people on site during the peak period in June – the project has attracted a lot of local expertise.

"This project came into our community at a time when there had been a significant

downturn in the economy,” says Colleen Evans, CEO of the Campbell River Chamber of Commerce. “This project became a catalyst to invest in Campbell River. People either came back to the area as a result or they decided to stay in the community.”

According to Evans, BC Hydro’s commitment to the community has resulted in an 83 per cent local hire rate within 90 kilometres of Campbell River. It has also showcased the community as having a very talented workforce.

“We were involved early on in the project and expect to be involved right through to the end,” says Blair Sampson, vice president of business development, Domcor Health Safety & Security Inc.

Domcor provides traffic control services, and safety training such as working in confined spaces and fall protection. Domcor also provides advisors to General Electric who is the company responsible for the dam’s turbines.

“It’s been a fairly straight-forward project for us but one that we have enjoyed



The power tunnel manifold located just before the powerhouse area is approximately 8.5 metres in diameter.



New water intake works at the John Hart dam where water will enter the power tunnel and travel about 1.6 km to the underground powerhouse.



The tailrace tunnel outlet where water from the tunnels will re-enter the Campbell River, near the existing powerhouse that's 70 years old. The rock plug is planned to be removed at the end of 2017.



Progress on the underground powerhouse taken December 11, 2017.



Tailrace tunnel that runs about 600 metres from the powerhouse to the Campbell River.



View inside the power tunnel manifold and the water inlets to the three turbines/generators taken December 11, 2017.

working on because of the sheer size and scope," says Sampson. "It's been a real exciting opportunity to be able to work locally."

Jim Stewart, owner of Co-Gen Mechanical Services Ltd. in Fanny Bay, can also attest to the attractiveness of the project.

"This is the largest project in our company's history," he says. "It's also proven to be very beneficial to the local tradespeople. A lot of these people have not had a job where they could work near their homes for the last 10 to 15 years."

Stewart's company has two projects on the go with the new generating station. The first is installing plastic and steel embossed piping in the concrete pad on which the turbines will sit. Stewart estimates about 150 carbon steel spools of pipe ranging between six and 12 inches in size have been used onsite.

"We had to modify some and weld some to embed in the concrete as it was poured," says Stewart, who adds that the company

also installed approximately 2,000 feet of PVC piping for drainage purposes.

The second contract awarded to Co-Gen was the balance of plant piping, which essentially involved the piping in the building itself, including air, oil, plumbing, and water.

"For this contract, we mobilized on site in December 2016, with the bulk of it completed in 2017," says Stewart. "We had two shifts working on site, which meant we had close to 30 people working during peak periods."

ALL FOR ONE

During the course of the John Hart Generating Station Replacement Project, BC Hydro has taken extra steps to ensure that the project continues to benefit the community.

"We tried to work very closely with the community on this project so that we could have a safe and reliable facility, and that the community could benefit as well," says Watson. "It's been a project of

real collaboration." He cites the Rotary Club's building of the 80-metre Elk Falls Suspension Bridge, attracting 250,000 visitors per year, and the John Hart Project Interpretation Centre, which has been responsible for another 17,000 visitors per year — both free to check out — as testimony that additional tourism has been an economic benefit to the local community.

"I cannot think of a better result where BC Hydro worked with the community for a project of this magnitude — things just fell into place."

And it's a model that will serve the company well into the future. "BC Hydro has three other large capital projects coming in 2021," says Watson. "Although still preliminary, these projects have the potential to be worth hundreds of millions of dollars."

The John Hart Generating Station Replacement project is slated for commissioning in the fall of 2018. ■

People, planet, then profit

Parksville electrical company goes beyond the bottom line

By Mark Halsall

Like many firms in the construction industry, Osprey Electric Ltd. has benefitted from the ongoing building boom on Vancouver Island. Growing from a scant three people when it first started five years ago, the Parksville-based company now has a staff of approximately 45 and is poised to add another 20 more by this summer.

While this growth is currently providing positive results, the owners will tell you their company's accomplishments extend far beyond numbers on a balance sheet. At Osprey Electric, people, planet, and profit are identified as the three key benchmarks for success.

"We believe if you're only measuring success by profit, it's not enough," says Tyler Cody, who founded Osprey Electric with Wayne Rutherford in 2012. "If profit is gained at the expense of our environment or people, it's not true success."

"Many people believe that if a company doesn't solely seek profit, it won't be successful because they feel that's how capitalism works. We're endeavoring to prove them wrong, and we don't think we're the only ones."

Cody says the company encourages a healthy work and lifestyle balance among employees and treats staff with respect. Their business philosophy is that a happy employee is a productive employee. "Instilling a culture that honors people's talents helps create efficiency, which benefits our customers, suppliers, staff, and bottom line."

As part of its commitment to corporate social responsibility, Osprey Electric actively promotes alternative energies and has a growing solar power division which was set up two years ago. It also supports numerous charities and non-profits through the supply of company labour, materials, and financial donations.

In addition to sponsoring a local hockey team in its home community each year, the company supports luminAID, the innovative creator of solar-powered inflatable lights which has a goal to eliminate gas and kerosene lamps in Africa by 2020 via social enterprise.

Osprey Electric takes on a few charity construction projects each year as well. Past projects have included rewiring an old warehouse for Nanaimo's Loaves & Fishes Food Bank and the installation of a new roof-mounted solar power system for the



Osprey Electric staff at a summer gathering in 2017. PHOTO: OSPREY ELECTRIC.



This 26-kilowatt solar system built by Osprey Electric on Gabriola Island, B.C., is one of the largest residential solar system installations in the province.

PHOTO: OSPREY ELECTRIC.

Nanaimo Foodshare Society — completed entirely through labour donated by Osprey Electric.

The company has helped out the Esperanza youth camp, a remote boat-in community near Tahsis, B.C., with some major electrical upgrades. And the entire Osprey Electric staff has twice been to Camp Imadene near Lake Cowichan to dedicate time to an assortment of electrical renovations, upgrades, and repairs.

"Their maintenance supervisor had a long list of jobs to do," Cody says. "A facility of that size always has projects on the go or equipment breaking down. It's amazing what 20 or so electricians and 10 work vans can do."

Cody believes projects such as these not only benefit local charities, but they are great morale-boosters for his team as well.

"We think it creates a great team environment for the company where we all get to see each other working and connect with people you don't normally see," he says. "We truly believe if we're all rowing in the same direction we'll get there faster, and it helps to bring everyone together." ■

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It's a love-hate thing

The role of technology in the construction sector

In June, the B.C. Construction Association Board members and stakeholders were asked to identify the top issues facing the industrial, commercial, and institutional construction sector in our province over the next few years. They rightly flagged challenges that have long been front and center — availability of skilled workforce, prompt payment, and profit margins. But two new top concerns emerged:

- Public owners lack adequate understanding of procurement best practices.
- Our industry has difficulty in adopting, applying, and creating new technology solutions.

These two concerning trends are significantly linked. Public sector projects underway and proposed in B.C. have a combined value of over \$300 billion. All three political parties are planning to build. A lot of public sector RFPs and tenders are coming down the pike, and if the industry perspective is accurate — those in the public sector tasked with procuring don't have the information and skills they need to do the job right — then opportunities to drive technological innovation are hindered from the start. This is for two reasons:

- 1) When the procurement process goes wrong, the project is less likely — or able — to drive innovation in a sustainable, productive way. A good contractor can sniff out a bad procurement document at 100 paces. This has potential implications on cost, timelines, and the appetite and ability to innovate.
- 2) Procurement is an integral part of a construction project and therefore a catalyst for innovation. It includes sourcing, purchasing, and all activities related to providing knowledge necessary to accomplish the project objectives. If

technological innovation isn't a priority for the owner, it likely won't be a priority for the project.

A new report by the BCCA titled Procuring Innovation points out that technology has a role to play in every phase and in every aspect of construction from design to build to maintenance. Innovative technologies can be applied to a product, a process, an organization, or a market. It involves successfully incorporating new ideas, which generate changes that help to solve the needs of a company, increasing its ability to perform and compete.

However, construction procurement is a complicated process. Only those well-versed in its intricacies will be able to encourage the innovative use of new technological products and processes at the RFP stage without introducing a level of risk — or compromising the fairness and transparency of public projects.

Online bidding — a technology-based solution — is the obvious and immediate answer to de-escalating the impact of the knowledge gaps in the public procurement workforce. For example, BidCentral's online bidding module virtually guarantees compliant bids and is specifically designed to ensure fairness and transparency in the public procurement process. The technology is free to the owners and yet is not being utilized on a grand scale for reasons that remain difficult to define.

It is commonly heard over a beer or conference table that construction likes to bring new technologies to the job site, but isn't as interested in the back office applications. This disinclination to take on a new technology-based process is surprising given our willingness to adopt new apps and gadgets in every aspect of our

personal lives. Somehow at work, too many people still prefer traditional but inefficient administrative processes.

Ironically, this is something that government and the construction sector share to their mutual disadvantage.

National Education Consulting, Inc. (NECI) has teamed up with BCCA on a solution. In September 2017, they provided a comprehensive one-day workshop through the regional construction associations to help public sector employees improve their base knowledge of best practices in the procurement of construction projects. The next Infrastructure Masterclass is scheduled for February 28, 2018. Learning objectives include:

- Review public sector procurement obligations and processes,
- Examine CAMF construction-specific obligations for B.C. public sector,
- Assess the risks and benefits of construction project delivery methods,
- Explore collaboration strategies to enhance project success,
- Practice identifying the most appropriate procurement process and project delivery method for typical public sector construction scenarios,
- Design a procurement process, including the project delivery method, for a real project.

For our sector to fully embrace technology and innovation, the procurement process must be as rock-solid as the foundation of the largest building.

We have the technology. Let's use it.

To find out more about the Infrastructure Masterclass contact your Regional Construction Association or the B.C. Construction Association. ■

BC CONSTRUCTION STAT PACK

FALL 2017

#1

Construction's Rank as an Employer in BC's Goods Sector

\$325B

Value of Proposed Construction Projects in British Columbia

8.6%

BC Construction Industry Contribution to BC's GDP

WORKFORCE TRENDS

4 YEAR TREND

\$75.1B



Value of Current Construction Projects Underway in BC



11%

35,600



Number of Unemployed Youth in British Columbia (15-24 yrs old)
(9.2% of total youth population)



20%

14,200

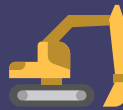


Number of construction jobs in BC that will be unfilled due to labour shortages by 2026



46%

23,569



Number of Construction Companies in BC
(92% employ less than 20 people)



6%

225,500



Number of Employees in BC's Construction Sector



12%

\$58,500



Average yearly wage of BC construction employees
(\$13.2B cumulative yearly wage)



4%

1 IN 70



BC High School Grads enter Construction Trades Programs within 1 Year of Graduation



21%

BC CONSTRUCTION ASSOCIATION PROVINCE-WIDE EMPLOYER SERVICES:



Trades Training Fund



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The Infrastructure Masterclass

Assisting procurement professionals in B.C.'s public sector

By Mark Halsall

VICA Vancouver Island Construction Association

**bc
ca** British Columbia Construction Association

NECI

The Vancouver Island Construction Association, the B.C. Construction Association, and the National Education Consulting Inc. (NECI) have teamed up to deliver a program devised to help government employees at local, regional, and provincial levels manage the procurement process for large construction projects.

Presented by NECI, a leading procurement expert in B.C.'s industrial, commercial, and institutional

construction industry, the Infrastructure Masterclass, is a one-day intensive workshop designed to address unique challenges faced by procurement professionals in the public sector. The goal of each workshop is to help ensure successful outcomes in tendering processes for infrastructure projects.

"Fairness and transparency are paramount with public procurement, as government entities are subject to trade agreements and potential judicial review challenges that private

sector isn't," says Maureen Sullivan, instructor, curriculum designer, and owner of NECI. "Balancing this need for transparency with effective strategies to ensure opportunities are matched to industry capacity and expectations will result in the most robust competition and resulting best value for the taxpayers of B.C."

Sullivan maintains that the ongoing boom in B.C.'s construction industry is ramping up the pressure on government procurement professionals.

"The construction sector is very busy in most parts of B.C., and there are major infrastructure projects on the horizon for broader public sector entities, driven in large part by federal funding," she says.

"We have seen the implementation of two new trade agreements in recent months — the Canadian Free Trade Agreement and the Canada-European Union Comprehensive Economic and Trade Agreement — that require more rigour and transparency in public sector procurement, and include an enhanced bid challenge regime," says Sullivan.

"At the same time, many public organizations are facing a tsunami of retirements by senior practitioners who are difficult to replace, often resulting in reduced internal procurement expertise and capacity. More work and fewer resources are stretching these public procurement teams to their limit in many cases."

Sullivan says the Infrastructure Masterclass sessions are designed to

provide government entities with an overview of public procurement obligations, strategies, and best practices to help them become an owner of choice by attracting the most bids and the best contractors for their infrastructure projects.

"There is emphasis on early collaboration with industry to ensure that the opportunities being posted are well structured and have a high likelihood of attracting qualified, capable, respondent companies," says Sullivan.

Topics covered by the workshop material include:

- Competitive contracting law in Canada;
- Public sector procurement obligations and processes;
- Construction delivery options;
- Leveraging market intelligence;
- Role of bonding and sureties;
- Procurement methods;
- Evaluation strategies;
- Selecting design professionals;

- Industry templates and resources.

Sullivan says participants are called on to design a procurement process for an actual project as part of the course.

"In small groups, participants discuss upcoming projects they have, and the team picks one to focus on. Then, using the information learned throughout the day, they analyse project risks and design possible mitigation strategies, decide on the most appropriate market engagement and procurement approach, as well as project delivery method."

According to Sullivan, enrolment in each workshop is capped at 30 to ensure meaningful dialogue and engagement. The next Infrastructure Masterclass session is scheduled for February 28 at a yet-to-be-determined location in Victoria.

For more information on the Infrastructure Masterclass, please go to bccassn.com/training/infrastructure-masterclass. For more information on procurement training, please visit neci-ledge.com. ■

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New technologies primed to disrupt the construction industry

The construction industry could see significant advances in robotics, artificial intelligence, and sensor technology, all aimed at increasing productivity for the industry.

At the most recent Innovation and Technology Committee meeting, members discussed these and other advances already taking place. In some cases, the technology and capability to implement these technologies already exists, and could disrupt the industry very soon.

RISE OF ROBOTICS

Other industries, such as manufacturing, have already seen the rise of robotics on production lines, and construction appears as though it could see similar advances.

One example is the use of exoskeletons for workers. In the U.S., hardware chain Lowe's is now prototyping a new

exoskeleton for its employees. Its purpose? To address one of the most common workplace injuries that occur when workers try to lift or move heavy items.

The harness-like design features carbon-fibre rods that act as tendons. When a worker bends down, the rods absorb the energy, and spring back up when a worker stands up. Workers are prototyping the design in a Lowe's store, with feedback and testing still ongoing.

While there may be quite some time before autonomous robots are taking up construction job sites, exoskeletons for workers may be an early first step.

VIRTUAL AND AUGMENTED REALITY

Another technology that is seeing increasing use is virtual and/or augmented reality. While there are similarities, it is important to distinguish their differences.

Virtual reality is more synonymous

with video games. It provides the users with an immersive experience in a virtual world or rendering. In construction, this may be as simple as a walk through a virtual BIM or as-built model.

Augmented reality is slightly different, in that it provides information and augments the real-time image being seen by the user. In the construction context, examples would include visualizing where the mechanical or electrical systems will be placed in a room while standing in the actual space.

There are limits to both, but there are huge advances being made in this technology, and firms are realizing the potential of the technology for the industry.

As one example, Texas Mutual Insurance Company recently unveiled a new app to local subcontractors in Houston called *Safety in a Box*. It was the first time safety training had been administered in virtual reality. The training lets workers experience the top four causes for workforce fatalities: collapsing trenches, falls from heights, electrocutions, or falling objects.

The technology is marking a big step from safe videos and slideshows, and is one more example of how VR and AR can impact the industry.

ARTIFICIAL INTELLIGENCE

New technology and advances in artificial intelligence are starting to make inroads into construction.

At the recent Microsoft Build Exposition, Microsoft demonstrated some of its tools and how they can impact various industries. Microsoft

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explains several cases on how current technologies can be used to increase workplace safeness in high-risk environments such as manufacturing, logistics, construction, and health care / medical sectors.

Some of the examples showcase how current technologies such as sensors and cameras are able to recognize and inform in the case of an accident or spill. An eventual step would be programming other technologies and robotics to react to a particular incident.

In construction, these same technologies can be used for asset management, recognizing the location of tools on a job site, and allowing workers to locate tools and instructions easier in a digital environment.

What is most exciting about these technologies is that they represent tools that are already in place, and low-hanging fruit that the industry can adopt quickly.

SENSOR TECHNOLOGY

The ability to deploy sensors on a job site and track real-time data also represents low-hanging fruit for the industry. And, more importantly, the sensors will provide data to track and analyze work over a period of time, allowing firms to understand various conditions that have led to delays in the past.

On the worker safety side, sensors continue to see application.

A startup called Triax Technologies is rolling out its belt-mounted sensor on job sites. By establishing a local mesh network, the device can log movements and track workers through accelerometers and gyroscopes.

With data being collected over longer periods, firms are seeing overall safety improvements. After analyzing the data, firms can determine whether safety training may be required in certain areas of a job site, and to help implement better practices. ■

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Harbouring luxury

Victoria International Marina - the newest marina in Victoria Harbour

By Kiana Karimkhani



Interior rendering of the lounge.

First conceptualized in the early 1980s, the Victoria International Marina is now almost complete. Located along the Songhees Walkway, the luxury yacht center is a short gust of wind away from the Victoria Harbour.

The 28-slip facility is equipped for yachts between 65 and 175 feet, and the project includes floating docks and two commercial buildings. Farmer is constructing a 6,000-square-foot structure that will house two retail spots, an event space, and a lounge for yacht crews, and another 7,000-square-foot structure will be a fine-dining restaurant, the Boom & Batten.

The floating docks and structures are being built partly on a platform that extends from the foreshore over the water, secured by pilings drilled into the ocean floor. Blue Water Systems of Delta has been installing everything on the water, including the platforms on which the two buildings will reside.

Additional on-site amenities will include advanced security and technology, including Wi-Fi and 24/7 concierge services.

The docks are equal in length to 12 jumbo jets end-to-end, covering 2,620 square metres (28,205 square feet) of area. Holding the docks in place are 82 piles, each encapsulated with HDPE (high-density polyethylene) pipe sleeves. The design team chose this pipe for its environmentally-friendly qualities — it's non-toxic, corrosion and chemical resistant, and is ideal for trenchless installation methods because of its flexibility. Dock railings will also include strips of colour-changing LED lights.



The 28-slip facility is equipped for yachts between 65 and 175 feet, and the project includes floating docks and two commercial buildings.

Despite debates within the community over how eco-friendly yachting truly is, the marina is aiming for the highest certification level of the Georgia Strait Alliance's Clean Marine program. New clean technologies will be utilized, including a Tesla electric vehicle and charging station, electric golf carts, hybrid electric engines on marina boats, and possible solar window films and wall panels on the main operations building. A goal of 90 per cent waste diversion has also been set, which means only a small percentage of the marina's waste will end up in the landfill.

The project has experienced delays due to a combination of bad weather, difficulties installing utilities on site, and scheduling issues, but Farmer began construction on the smaller of the two buildings in the fall, and grand opening is still scheduled for spring 2018. The project, originally budgeted at \$24 million, is expected to go approximately \$10 million over.

It may have taken longer and cost more than expected, but the world-class moorage will have a positive economic impact on Victoria as a whole. The Victoria International Marina, in

partnership with the Royal Victoria Yacht Club, will host the annual Melges 24 World Championship in June 2018. Melges 24 is one of the most prestigious regattas, drawing sailing talent from around the world. The race will attract between 60 to 80 entrants — along with their families — who will visit the city between June 3-8, 2018, and is expected to bring in approximately \$1 million for the city.

As for the everyday usage of the luxury yacht marina, seven of the 28-slips are reserved for daily moorage (with a three-day minimum), seven slips are available for monthly lease (with a three-month minimum), and seven are available for annual lease.

The final seven slips are being reserved for long-term tenants purchasing a 40-year lease. "We wanted people to have a chance to invest," says Craig Norris, chief executive of Community Marine Concepts. He estimates the 40-year leases will cost between \$750,000 and \$2 million. "We know those slips will be worth that in 10 years and they can sell it on again. The truth is no more slips are coming available — it's get in now or never." ■



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Age in place

A premium experience adds flexibility to Victoria's senior community

By Kelly Gray



A new care facility will soon provide seniors with more flexibility in their living accommodations. The Amica at the Gorge, operated by Amica Mature Lifestyles Inc., is a care facility that will provide independent living, assisted living, and Alzheimer's suites in a space dedicated to helping seniors age in place. Knappett Projects Inc. is the construction manager of the project located on the corner of Admirals Road and Gorge Road West in Victoria.

Opening in early 2018, the four-storey, 144-suite facility will include a central kitchen, dining and laundry facilities, interior courtyards, and rain gardens. It will offer three levels of support in a design that promotes a strong community-based component that creates familiarity, an

The lounge, dining room, and bistro – all located on the main floor of the Amica – provide a comfortable living space to relax, socialize, or have a meal.



aspect highly important to those with age-related challenges such as dementia and Alzheimer's. The Amica is designed around three neighbourhood themes that create identity for independent, assisted, and memory care sections.

The memory care suites are located on the main floor with a dedicated courtyard. "This will allow residents with Alzheimer's and dementia to enjoy a beautiful outdoor space that is secure," says Lavernne Hudson, vice president of construction at Amica. She says shadow boxes will be constructed outside each of the memory care suites for residents to place a few special items to help them identify they have arrived at their home.

"There are also dedicated dining rooms in memory care and assisted living, as well as dedicated lounges, and activity and program areas," she says.

The site also includes a heritage restoration in the form of the refurbished Brookman's Store that has been incorporated into the design plans and stands prominently on a corner of the Amica site. The Brookman's Store, a 500-square-foot general store, opened in the 1930s and remained operational for over 80 years. The landmark's façade is being preserved and revitalized to honour the area's history.

"We took the old structure, stripped it back, and refurbished its total appearance. It was in rough shape when crews started work," says architect, Christine Lintott, of Victoria-based Lintott Architects. "We utilized historical siding and brought the complete structure up to current standards using non-combustible materials," she says.

The facility grounds of the all-inclusive retirement community are spectacular

with the Gorge Waterway just outside its doors. "We have some beautiful views of the Gorge from our suites," says Hudson. "We also have a walking path around our building to promote exercise, and landscaping features include living walls with fountains that some residents can also see from their suites."

The goal of the Amica at the Gorge has been to create a facility where residents can utilize different facets as they require them. This means residents don't have to move as their medical conditions change. They can instead choose the suite that is right for them and can then plan to make the Amica their home. Whether it's independent living options, assisted lifestyles, or full-memory care, the facility's flexibility makes community possible for Victoria's growing senior population. ■



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Dr. Dave Baspaly, President, COCA



Successful COR Program faces serious challenges

The Council of Construction Associations (COCA) represents 20 construction associations — including the B.C. Construction Association — on a wide range of WorkSafeBC issues.

Our construction company members work in all regions of British Columbia, and come from every sector, and from every size of company.

In 2002, after extensive research and consultation with its member associations, COCA initiated the Certificate of Recognition (COR) program in close cooperation with WorkSafeBC.

COCA and its members have a demonstrated long-term commitment to improving occupational health & safety in our workplaces. As a result, we have achieved remarkable successes over the past 15 years.

The injury rate for the construction sector has dramatically decreased from 7.3 in 2000 to 4.1 in 2015. The injury rate is measured as the number of wage-loss claims per year for 100 workers. This reflects a huge improvement in workplace safety — fewer worker injuries per person hours worked.

The assessment rate paid by our industry has also dropped dramatically. In the year 2000, the building construction insurance group paid \$5.20 per \$100 of payroll. In 2017, that same group pays \$2.74 per \$100 of payroll.

Clearly, the strategy of COCA's Board of Directors — advocating for and supporting reasonable safety initiatives and regulation — has resulted in safer workplaces and in significant savings for our members.

We want to continue to improve on these positive trends, but the COR program now faces the threat of change from WorkSafeBC that would weaken and disrupt the program.

WorkSafeBC has proposed changes in a discussion paper that would take away the administrative control of COR from the construction industry and place that control within WorkSafeBC itself.

In the words of their proposal, “The Board has responsibility for implementing and overseeing the Program.” (Appendix B, p. 4).

We have strongly recommended that this sentence be deleted and that the administration of COR remain unchanged.

This sentence creates the potential for WorkSafeBC to take over the

COR program and change it due to external political pressures.

COR has built a successful partnership between the construction industry and WorkSafeBC. We do not want to see this partnership damaged or diluted. We also do not see COR as establishing a gold standard, as some have argued.

Many of our members strive for such a standard of excellence, but we think a more realistic and achievable goal is to use the appropriate training and the audit instrument to enhance safety.

If WorkSafeBC tries to set the COR requirement too high, beyond the already comprehensive occupational health & safety regulation, we believe fewer employers will participate.

A second proposal from WorkSafeBC would require meaningful worker participation in an employer's occupational health and safety management system (OHSMS). This worker participation would be required in every element of OHSMS — plan, do, check, and act (PDCA). (Draft Discussion Paper, p. 18)

We have requested additional clarity on this statement and object to this proposal for two reasons.

First, COR is an employer-initiated and -driven program. It was started with the goal of encouraging wider participation in safety management. The financial incentives for the program come directly from employer assessments paid into WorkSafeBC.

Second, it is important to recognize that workers already have a great deal of input into the audit. Workers are interviewed by the auditor. Workers are trained by the employer. Workers conduct workplace inspections in conjunction with the employer representatives. Workers sit on the Occupational Health & Safety Committee and provide the Co-Chair. Workers participate in accident investigations.

In summary, workers already have ongoing and detailed input into the occupational health and safety program of the employer.

We also strongly object to the WorkSafeBC proposal that potentially goes well beyond the standard that was established for the COR program. Instead of encouraging employers to qualify for COR, these proposals would create a barrier that could discourage participation and weaken the safety culture.

COCA recognizes that the COR program is extremely important to the B.C. construction sector and we will be doing everything within our power to ensure COR meets the needs of industry and our members. ■

Employee benefits are your secret weapon when life gets tough



By Trisha Chilton, BCCA Employee Benefits



Trisha before treatment.



Trisha during chemotherapy treatment.



Trisha today, after her fight with cancer.

As a Client Services Associate with BCCA Employee Benefits, my job revolves around helping companies and their employees with their benefits. I know how important my work is, but when I started new jobs in the past, I often wondered whether the premiums were worth it. I am young and healthy, so is it worth the cost? I learned the true value of having employee benefits when, in a moment frozen in my mind, I heard the dreaded “c” word – cancer.

As a 47 year-old wife and mother of two with no family history of life-threatening illness in my family, there were no signs I would end up with this disease. I did everything right. I didn’t smoke, I exercised regularly, I ate well, and I breast fed my children. There was absolutely no reason why I would end up with triple negative breast cancer — the aggressive one with the not-so-great odds.

But I had it. And, after a very long year of surgery, chemotherapy, and radiation, so far, I have beaten it!

Looking back over my battle, the one thing that stands out — besides the support of my husband who I couldn’t have made it through without, my family, and my friends — is my employee benefits. We all think the same thing when we hear about someone falling ill with a critical illness like cancer: that’s awful, but that’s not going to happen to me.

It can.

I also never thought about what having a critical illness entails. Loss of wages for both my spouse and I, costs of medications not covered by Pharmacare, gas and parking for appointments, and childcare costs for when you can’t get out of bed to care for your family. Not to mention wigs! Then there are post-treatment costs like physiotherapy, massage therapy, and chiropractors. The impact financially is IMMENSE and not something most people think about.

Until you need to.

Because of my Long Term Disability (LTD) coverage I was able to be off work during my treatments so I could focus on getting better. Because of the Critical Illness Cancer rider in my plan, I was given a tax-free payout which allowed my husband to also take time off work to take care of me. Because of my employee benefits, all of our energies went into my treatment and recovery instead of being stressed about paying for expensive medications, losing wages, or paying our mortgage. Because of my extended health coverage, I was able to receive a very expensive white blood cell booster shot that enabled me to receive my chemotherapy on a more aggressive timetable than someone who didn’t have that coverage. Because of the Best Doctors program offered along with my benefits, I was able to get a second opinion on my treatment from leading specialists. It’s funny that most people spend more time shopping around for mortgages or cell phone plans than on their health.

I was fortunate enough to work for a company that offered wonderful benefits. The burden of an illness is hard enough without trying to find extra money or having to work during treatments, or adding additional stress if you go into debt.

It is ironic that I work for a company that administers employee benefits for BCCA and VICA members and although I have always believed in using employee benefits plans, I am even more convinced of the importance now. Employee benefits are important, and a privilege, and this is just one example of why.

If your company is looking for an employee benefits plan, we might be able to help. Give my colleague Charlene a call at 1 800 665 1077 or email info@bccabenefits.ca. ■

Standard documents combine clarity and expertise for an evolving construction industry

Changes in the construction industry reflected in new and updated documents and guides

As the Canadian construction industry continues to grow and evolve, the value of standard industry contract forms and guides also grows. New trends and developments relating to project delivery, insurance and surety requirements, and completely new project delivery methodologies all impact the industry and its stakeholders.

With this constant evolution, the Canadian Construction Documents Committee (CCDC) remains the standard-bearer for construction industry contract forms and guides. For close to 50 years, CCDC documents have been relied upon and trusted, and there is much more on the horizon for the committee.

“Since CCDC represents the entire industry supply chain – from owner, to consultant, to contractor – the documents really do provide a balanced and objective approach,” explained Mark Mulholland, chair of the CCDC and an owner-representative on the committee. “The intent is to provide all industry stakeholders, no matter their size or sector, with consistent and meaningful contract language that they can depend on.”

HOW DOES CCDC WORK?

The committee itself is made up of representatives from several constituent organizations, as well as public and private owners. The constituent organizations are the Association of Consulting Engineering Companies – Canada (ACEC), Canadian Construction Association (CCA), Construction Specifications Canada (CSC), and the Royal Architectural Institute of Canada (RAIC). The committee also includes a lawyer from the Canadian Bar Association (construction law), who sits as an ex-officio member.

It is also important to note that owners have become increasingly involved in the development and review of documents. By ensuring an owner perspective is heard at the CCDC level, there is not only greater understanding from each stakeholder group, it also ensures owners in the industry that documents were developed fairly and objectively for all parties.

Beyond ensuring the full representation of industry, the committee structure and operating procedures allow for meaningful discussion and dialogue. The result is a collaborative and consensus-based document development.

“The CCDC and its working groups really do create important discussion on a number of relevant topics to our industry,” Mulholland added. “Consensus only comes after this discussion takes place, and only then can the committee be satisfied in the development of CCDC documents.”

WHY USE CCDC DOCUMENTS?

CCDC documents are used in contractual arrangements across the Canadian construction industry. They provide cost savings through balanced standard contract forms, and help to ensure standardization for bidding and contracting procedures. Each year, more than 50,000 copies of CCDC documents are sold.

By using uniformed and standardized documents from CCDC, practitioners in the Canadian construction industry are using documents that are:

- relied upon as familiar industry standards,
- developed through a collaborative and consensus-based approach that allows for the serious consideration of rights, interests, and obligations of all parties,
- protecting the interest and preserve the rights of all parties involved in a construction project, and



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CCDC documents can help reduce claims and disputes, and the added expense and time associated.

WHAT'S NEXT AT CCDC?

One of the strengths of CCDC documents is that they are constantly reviewed by the committee to ensure their relevance and application in the Canadian construction industry. At the same time, as new project delivery methods begin to emerge, CCDC has stepped in to ensure a relevant contract form can be available for the industry.

One recent example is CCDC 30, a contract for integrated project delivery, or IPD. The delivery model has already been used on some projects in Canada, and brings together all relevant stakeholders—including owner, contractor, consultant, and any other major parties—under one common contract. It is a shared risk/reward delivery model, and involves high levels of collaboration and trust to be used effectively.

“With the emergence of IPD in the United States, and more recently in Canada, CCDC felt it was important to ensure an appropriate and fair contract was made available to the industry,” explained Mulholland. “It is certainly a unique contract form, but we are pleased with the collaboration that took place to develop a fair and balanced document.”

Other documents also anticipated include CCDC 10 – A Guide to Construction Project Delivery Methods; CCDC 23 – A Guide to Calling Bids and Awarding Construction Contracts; and Division 00 – Procurement and Contracting Requirements. The latter represents an additional shift for CCDC, which will see the document consist primarily of a series of master specification sections, with spec notes, and a brief user guide explaining how to use these master specifications.

For more information about CCDC, visit www.ccdc.org. ■



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Building loyalty among your Millennial employees



Why you need to change – not them

By Merge Gupta-Sunderji

Ah, young people today, commonly referred to as Millennials, roughly between the ages of 23 and 35. Numbering approximately 6.5 million in Canada, most of them are already in the workforce, some of them perhaps even in your company. Millennials make fantastic employees, but they get a bad rap.

As a group, they are the most creative, adaptable, realistic, tolerant, and technologically-savvy group to ever enter the workforce. If you were a child of the sixties, then you know that you changed the world and made it a better place.

Millennials, who grew up watching you, have the intelligence, the technology, *and* the numbers to go even further!

NEW-WORLD LOYALTY LOOKS DIFFERENT THAN IT DID BEFORE

And that lament about lacking loyalty, not entirely true. Millennials can be very dependable and reliable, but loyalty has a different meaning than it might have had twenty or even fifteen years ago. Young people have grown up in a world where layoffs were common. They have witnessed their parents, aunts, and uncles get terminated from companies with nary

a nod to their years of service. So they think of being tied to an organization in terms of months, not years.

This is exactly the mental shift you need to make. If for no other reason, than to maintain your sanity. As a people leader, you can no longer look at yourself as a manager of a career employee who leaves with a gold watch at the age of 65. Instead, you need to view yourself differently – more as the manager of a sports franchise where everyone is a free agent.

With new-world loyalty in mind, here are three specific ideas that you can use to recruit Millennials and capitalize on their potential.

ENGAGE THEM

These young people are not used to being bored. In fairness to them, their childhoods were completely scheduled – hockey, baseball, karate, dance lessons – with no unstructured time in which to switch off, so they are accustomed to being constantly engaged. Give them change: modify their responsibilities frequently; rotate them in assignments more often. Even more than variety, they want to be passionate about what they are doing, so look for that during the hiring process. Choose only people who are truly enthusiastic about what your company does. That will help you weed out the two-month employee who just needed a quick job while he looked for something else. Make work fun. Take employees on work-related trips and offer opportunities to learn. Tap in to their techno-knowledge by letting them work with your construction software or other new technology. Engage them.

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OFFER THEM FLEXIBILITY

For most Millennials, there is no separation between work and play, they are simply two sides of the same coin. So flexibility in working conditions is a very important motivator. As a veteran in the workplace, you might have talked about work-life balance, but this is the first generation to truly live and breathe it. As crazy as this might sound to you, be willing to adjust schedules for their social engagements. Whether it is softball practice or attending a concert, to a Millennial, they are equally as important as the paying job. While that may sound outrageous at the outset, on the plus side, it also means that they're willing to give you flexibility when you require it. The give-and-take goes both ways.

GIVE THEM FEEDBACK, FREQUENTLY

Everyone likes to get feedback from the boss and know where they stand, and Millennials are no different — except they want it more than others. They've grown up in a highly-connected environment,

used to receiving instantaneous feedback from parents, teachers, and coaches, and accustomed to asking questions and sharing opinions. So they want to know how they are doing. Frequently. A June 2016 Gallup poll showed that employee engagement was highest for those who met with their manager at least once per week, or more often. Sure, that may frustrate some of the older guys on the job site who grew up in a world where no news is good news. But bottom line: if you don't adapt, your young employees won't stay long.

MAKE THE MENTAL SHIFT

Ultimately, your success with today's young worker will come from shifting how you view them. Don't think of them as long-term employees that will be here for years (almost all of them won't); instead, view them as while we have them. Think of them as the really nice house guests whom you want to stay, but you know will eventually leave. Ironically, if you regard them in this light, they will

probably stay longer than you expected.

Anecdotally, recent research and evidence is showing that employees who leave for new opportunities often return later for another short stint (or two) to companies with whom they have maintained positive relationships. If you can make the mental shift, that's not a bad thing, as those who return usually bring alternate perspectives and broader experience.

Merge Gupta-Sunderji (@mergespeaks) is a leadership and workplace communication expert who turns managers into leaders, drawing upon over 17 years of first-hand experience as a leader in corporate Canada. Over 68,000 managers in eight countries have attended her keynotes and workshops, and she's an award-winning author of two books and over 120 articles. Reach her in her west coast office at (778) 557-2640, or join the conversations on her blog at www.TurningManagersIntoLeaders.com ■

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Timing is everything

Knowing when it's time to upgrade your business systems, and where to start

By Elizabeth Vannan



With so many traditional and cloud-based software options available for everything from project estimating to remote time tracking to your accounting and finance system, how do you know which technology investments are worth making and which aren't? And when is the right time to make the switch?

A good rule to follow for any business is to invest in technology for areas of the business that directly impact your bottom line. In other words, follow the money. For construction contractors, this likely means investing in software in areas such as estimating, project management, time-tracking, or enterprise-level accounting and reporting – anything that helps you be more efficient and complete your projects on time and on budget.

Replacing software that supports your construction business can be both expensive and time consuming, and exposes you to risk, so avoid replacing applications that have yet to reach the end of their useful life. Before you start the hunt for a new software solution – whether traditional, cloud-based or a custom-built application – take a step back to truly assess your needs and determine if now is the right time to make a change.

Here are some warning signs that it may be time for a software upgrade:

YOU'RE USING EXCEL TO MANAGE KEY BUSINESS PROCESSES OR INFORMATION

Do you have dozens of Excel files? Are you using spreadsheets to track your projects and transactions? Do you worry that if a file were to disappear or become corrupted you would lose vital business information? If the answer is “Yes” then it may be time to think about a new business system. While many organizations use Excel to supplement the capabilities of their accounting or estimating software, there comes a point where the volume of information maintained in Excel becomes a liability to your business. If you or your organization is spending more time maintaining spreadsheets than you spend on your accounting system, it may be time for an upgrade.

YOU'RE DROWNING IN PAPER

If you are using paper forms to capture information from clients and employees, it may be time to look at some alternatives. Eliminating paper forms will reduce data entry and improve data accuracy and timeliness, saving you and your staff both time and money. Look for software solutions that provide online capabilities for customer orders/requests, timesheets and vendor invoice submission, as these capabilities are likely to provide the most value to your company.

YOU DON'T KNOW WHAT'S GOING ON WITH THE BUSINESS

If you can't seem to get timely reports from your business software or if you spend a lot of time putting reports together, you may need to think about a new system. Many of the small business

software solutions provide very limited reporting capabilities and this is often one of the first places that companies outgrow their software.

YOUR BUSINESS HAS CHANGED

If your business has undergone a significant change (or is in the process), you may need to consider upgrading your business software. Significant growth, decentralization of operations or a change to your products or services are a few examples of the types of changes that may necessitate new business software. If your business processes have become more complex or the volume of transactions has increased significantly, your bookkeeping application may not have the necessary functionality or horsepower to support your operations and ultimately may create more work for your staff.

YOUR SOFTWARE IS NO LONGER SUPPORTED

Few things last forever, including software. If you are running business software that is no longer available or not supported by the vendor, you should be giving serious thought to replacing it. Aging software can be challenging to support and may expose your company to cyber security risks. It also may lack online or integration capabilities that limit your ability to interact with your clients, employees, or other systems.

STARTING THE SEARCH FOR NEW SOFTWARE

Once you've made the initial decision to replace a key business system, take the

If you decide it's not yet time to replace your software here are five ways to extend its useful life:

1. Ensure your software is up to date. Updating your existing software solution to the latest version may provide you with additional functionality.
2. Get training. Companies often don't leverage the full power of their business software. Training can help your employees discover system capabilities that they didn't know existed.
3. Clean up your data. Missing or incorrect data may be limiting your ability to use your systems to their full potential.
4. Add modules. Your software vendor (or a third party) may offer additional modules that can be added to your business software to extend the capabilities without having to replace the whole system.
5. Review and align your business processes with how your software works. If your software doesn't support a complex process, look for ways to simplify before replacing the system.

time to clarify your business needs and what you expect from the new software. My best piece of advice here is simple: never look at potential software solutions until you have developed a detailed list of expectations and business requirements. Otherwise, it's easy to become overwhelmed and distracted by software vendors and their marketing claims.

At this stage, it's also important to involve your staff in the software selection process. Your employees can provide valuable insights about their user needs, and their early involvement will help build internal support for the upcoming change any potential impacts the new system may have on their daily routine.

When you are ready to start evaluating potential software solutions, ask the various vendors for a detailed demo of how their system meets your key business processes. And always check references before making a final purchase decision. Above all, resist the temptation to buy the first product you see – there are lots of options available and time invested in selecting the best solution for your businesses is time well spent.

Elizabeth Vannan is a Partner with MNP and leads the firm's Technology Consulting practice in British Columbia. Based in Victoria and specializing in Information Technology for more than 20 years, Elizabeth works with companies and organizations of all sizes to help them solve challenges and achieve their business goals through the creative use of readily-available technology. She can be reached at 778.265.8893 or elizabeth.vannan@mnp.ca ■



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The *Builders Lien Act* is based on three fundamental pillars which create a statutory scheme to provide additional remedies and security to underlying contractual claims. The three pillars are:

- (a) the right to a lien against the land and the holdback;
- (b) the holdback provisions as the means to limit liability; and
- (c) the statutory trust.

Most in the industry are familiar with the concepts of the lien and the holdback; however, many are not familiar with the trust rights and obligations established under section 10 of the *Act*.

The *Act* provides that money received by a contractor or subcontractor on account of the price of its contract or subcontract constitutes a trust fund for the benefit of persons engaged in connection with the project. The contractor or subcontractor is the trustee of that fund. Until all beneficiaries of the trust fund are paid, the contractor or subcontractor must not appropriate any part of the fund for its own use or for a use not authorized by the trust. This prohibition is consistent with the general principles of the law of trusts; namely, that a trustee must use the trust property for the benefit of the beneficiaries.



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The purpose of the trust created by the *Act* is to protect persons engaged in the construction industry by enlarging their civil remedies for the recovery of money owed to them. The trust is a distinct remedy from the builders' lien and is not asserted against the land or the owner of the land; rather, it is asserted against the contract or subcontract price in the hands of the contractor or subcontractor who received the money. Therefore, when a contractor or subcontractor receives money on account of the contract or subcontract price, those funds are statutorily imprinted with a trust. The contractor or subcontractor discharges its trust obligations when it has fully paid its subcontractors.

There can be quasi-criminal and civil consequences for breaching the trust established under the *Act*. On the quasi-criminal side, a contractor or subcontractor commits an offence if that person appropriates or converts any part of a fund in contravention of section 10 and is liable to a fine of not more than \$10,000 or to imprisonment for a term of not more than two years, or both. Further, if a contractor or subcontractor is a company, a director or officer of the company who knowingly assents to or acquiesces in an offence by the company commits the offence in addition to the company. On the civil side, if an individual (be it an officer, director, or other company representative) is effectively the controlling or directing mind of the company, he or she can be personally liable for innocent or negligent breach of trust.

A beneficiary of the trust is entitled to a continuing beneficial interest not merely in the trust fund but in its traceable proceeds also, and his or her interest generally binds and has priority over everyone who takes the trust fund or its traceable proceeds. Accordingly, money impressed with the trust can be traced to a bank, an assignee, an officer or director of the company, or their spouse. There are, however, acts which are deemed not to be breaches of the trust under the *Act*. For example, if a contractor or subcontractor commingles, with other money, any part of the trust fund, that, of itself, does not constitute a breach of the trust. Also, if money is loaned to a contractor or subcontractor which is used to pay for all or part of work or material supplied, trust money may then be applied to discharge the loan.

The statutory trust created by the *Act* imposes strict obligations on contractors and subcontractors who receive money on account of the contract or subcontract price, and provides a powerful remedy for subcontractors who go unpaid. These obligations and remedies should not be ignored or overlooked. In the end, a contractor or subcontractor who receives money on account of the contract or subcontract price should assume that the money is impressed with a trust. It should be paid down to its subcontractors before using money for its own purposes, including overhead costs. Otherwise, that contractor or subcontractor, and its officers, directors, and controlling minds can be exposed to significant liability. ■



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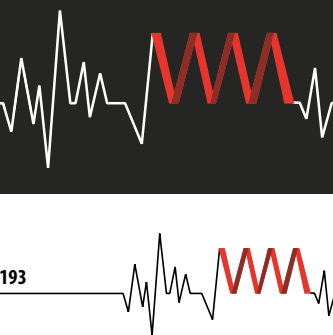
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NEW ADVENTURES IN OLD ESQUIMALT

Esquimalt Adventure Park takes over

By Kiana Karimkhani



Esquimalt has a new source of relief that helped alleviate B.C.'s record-breaking heat this summer. Esquimalt Adventure Park, an outdoor playground and water park, opened in June providing children — and a few adults — with a fun way to keep cool in the summer sun.

Designed by Craven Huston Powers Architects from Chilliwack and constructed by Story Construction, the park offers multiple play structures. The wheelchair-accessible park features two playgrounds — one for toddlers and another for children five years old and up — an outdoor fitness circuit, picnic areas, washrooms/change rooms, and of course, a spray pad.

The splash pad, with multiple sprayers and sprinklers, includes a 35-gallon mega soaker that dumps a barrel of water on those playing below. The checkerboard-patterned, pour-in-place rubber surface, made from 3,700 recycled tires in conjunction with the Tire Stewardship of B.C., makes the surface safe and sturdy for children dodging water attacks.

Stewart Story of Story Construction says that planning for the park began in 2015 and construction took over a year to complete with a few challenges along the way. “It was one of Victoria’s coldest and wettest winters in years, so pouring the phased concrete splash pad was dependent on narrow windows of opportunity,” he says. “Crews undertook the challenge of forming the checkerboard concrete splash pad in eight-foot squares of contrasting integral colors as well as constructing the concrete change rooms.”

The adventure park is the latest addition to Story Construction’s portfolio of recreational facilities in Victoria, including the Crag X Climbing Centre in downtown Victoria, and the Flying Squirrel trampoline park in Esquimalt.

Located beside the Esquimalt Recreation Centre, the park is nestled between 26 trees and 1,200 shrubs adding another reprieve from the hot sun. It also has a rain garden that filters chlorine out of the water before entering the groundwater system. The removable water features transform the splash pad into an open plaza in the off-season.

So far, the new park has made a positive impact on the community. Rick Daykin, manager of parks and facilities of the Township of Esquimalt, says the park not only replaced the playground in Esquimalt Town Square, which is currently being redeveloped, it has also enhanced the previous playground. “It has been a huge draw for kids and families,” says Daykin. “It has also become a tremendous draw for the community and region. This summer, park visitation exceeded our expectations.”

The park brings together people from the community in the best way, encouraging them to get outside and enjoy themselves.

“With such a variety of features and a design that encourages exploration and play, the adventure park is the very expression of health, wellness, and livability in our community,” says Barbara Desjardins, Mayor of Esquimalt. “It also looks like a heck of a lot of fun and makes me wish I was a youngster again.” ■



All systems go: capping the North Island Hospitals Project

By Melanie Franner



With a combined budget of \$602 million, the two new buildings drew on a lot of industry experience and construction know-how.



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The two new hospitals built recently in Comox and in Campbell River are not only examples of leading-edge, state-of-the-art medical facilities, they are also a proud testament to the local trades that got the job done.

The North Island Hospitals Project included the design and construction of two hospitals: the 95-bed, \$274.5-million Campbell River District Hospital — featuring four operating rooms, 72 in-patient units, and 13 intensive care and telemetry units — and the 153-bed, \$331.7-million North Island Comox Valley Hospital — featuring six operating rooms, 105 in-patient units, 18 intensive care and telemetry units, and a psychiatric ward.

With a combined budget of \$602 million, the two new buildings drew on a lot of industry experience and construction know-how. Site preparation work began in March 2013, ground-breaking ceremonies took place in August 2014, and move-in took place in late fall 2017. It was a lot of work in a limited amount of time.

“It took us just over two years to complete the roofing for the two hospitals,” explains Dawn Schroeder, project manager, Nelson Roofing & Sheet Metal Ltd.

According to Rob Curts, branch manager, Nelson Roofing & Sheet Metal, the hospitals’ vapour-barrier roofing system used sloped insulation, going from 5” to 16” in some areas, and a 2-ply modified bitumen roof with a solar-reflective cap sheet.

“It was a LEEDS project so all of the material was sourced as close as possible, with the tapered insulation manufactured in Delta,” explains Curts, who adds that most of the membranes were manufactured in Chilliwack. “Each hospital had over 20 different roof areas, starting on Level 1 with a courtyard roof area. Each of the two hospitals was around 115,000 square feet.”

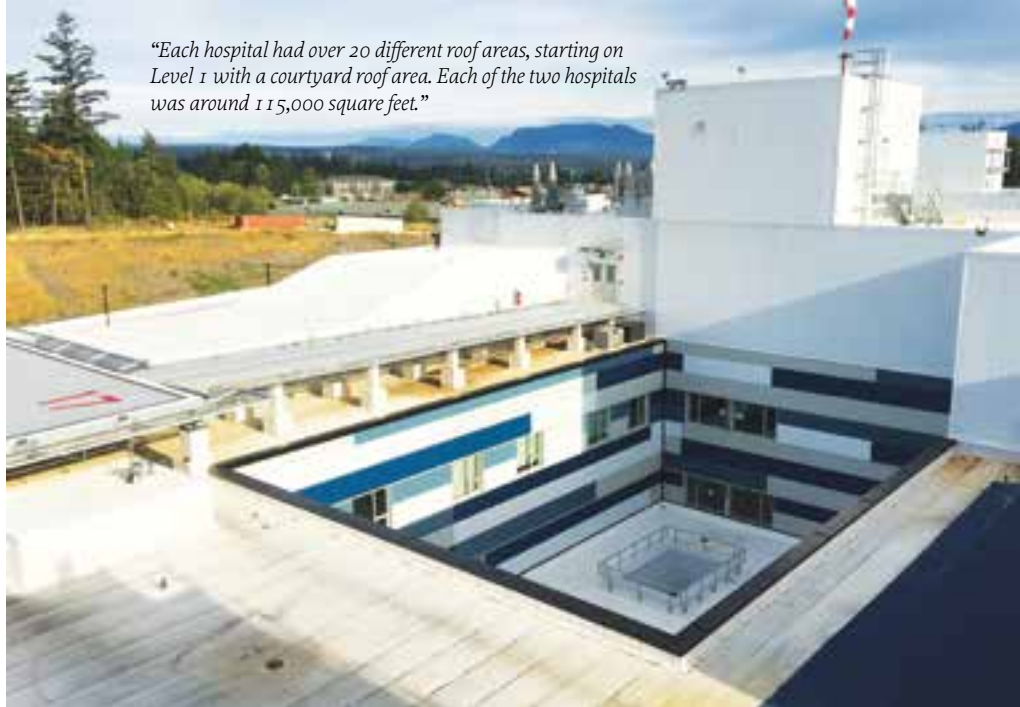
Nelson Roofing & Sheet Metal was also responsible for the smaller metal-cladding projects, such as the cooling screens used around the hospitals’ mechanicals and the metal roofing over the parkades.

“In total, we had about 20 crew members roofing on site at any one time, and about four more to handle the smaller jobs,” says Schroeder.

The company worked on both projects simultaneously. The sheer size of this project, and the logistics involved with organizing crew and delivery of material, was a real challenge.

“It became difficult, at times, to organize the tower crane on site for those roofing areas that we could not access with our own equipment,” says Curts. “We had to balance the sheer volume of insulation required for each roof with the numerous trades also needing the tower crane.”

The project itself is the largest contract in the company’s 37-year history. “We’re exceptionally proud to have had the opportunity to work on this project,” says Schroeder.



“Each hospital had over 20 different roof areas, starting on Level 1 with a courtyard roof area. Each of the two hospitals was around 115,000 square feet.”

Nanaimo’s Holdfast Metalworks Ltd. was responsible for all of the structural steel work for the two buildings, such as the roof-top penthouses, cooler frames, elevator steel, staircases, and handrails.

“This was a very big job for us,” says Mark Bettney, general manager, Holdfast Metalworks. “It’s was one of the largest in our history.”

Like other trades, Bettney had crews assembled at both sites, working simultaneously. At peak times, between 24 and 26 crew members were spread between the two locations.

“We were running both of our fabricating

shops to keep up with the demand,” says Bettney, who adds that the projects accounted for about 70 per cent of the total shops’ capacity. “There was upwards of 800 tons of steel on each site.”

Despite a few weather delays – high winds made for dangerous times when working on the five-storey structure – the company was able to get the job done in the allotted time.

“We’re the largest steel fabricator on Vancouver Island,” concludes Bettney. “And we’re quite proud of being able to work on this project. We’re all pleased to have contributed to its successful completion.” ■



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Project Journal: building the North Island Hospitals Project

By Tariq Amlani, Principal, Stantec

The Challenge: Simultaneously design and construct two new state-of-the-art hospitals — one in Comox Valley and the other in Campbell River — with an aggressive schedule of under 16 months to develop the schematic design and provide a fixed construction cost and fixed operating cost schedule for the hospitals; and then physically build the buildings from foundations to final fit-out in under three years.

The Solution: Deploy over one hundred Stantec architects, engineers, designers, technicians, construction administrators, and project managers in an integrated partnership with the builder, Graham Construction, to identify the best set of solutions for the client, and to create a set of construction documents that would enable the fast-tracked construction.

At the very beginning, one of the strongest drivers of the initial design was accommodating the clinical requirements for the hospitals. In addition to creating layouts that included all the required functional programming, the team worked

to ensure separation of flows, minimized travel distances, ensuring that healthcare professionals had quick access to their patients. Working with doctors and nurses, we created a preferred standardized design layout for patient rooms and departments.

UNDER ONE ROOF

Throughout the iterative process of design, the team simultaneously evaluated the impacts each design option had on the engineering systems, the energy and operating costs of the buildings, and the construction schedule and project budget. In order to manage all of these aspects in real-time, the majority of the design and construction team moved into a shared office space. One of the key successes of the design phase was having all the key stakeholders working together under one roof. By working together, eating together, laughing together, and solving problems together, a level of bonding and trust was created, which enabled members to make leaps in the design process. Further, having all of the different design disciplines working for one company allowed the

project management team full control of the deployment of resources, and the ability to draw upon the deep expertise within the company, as specific and unique design challenges arose.

A SYNCRONIZED STRATEGY

In order to actually deliver the construction phase of the project, a number of work packages were developed. This strategy allowed construction to continue while final user group consultation was ongoing. Civil work packages were staged into deep excavation, deep utilities, shallow utilities, landscaping, and final surface works packages. Structural work packages were staged into foundations, core and shell, and fit out. Architectural packages aligned with both the core and shell and fit out packages as well. Mechanical and electrical packages aligned with the deep utilities and shallow utilities packages, as well as the core and shell package for main service runs, and the fit-out package for final service runs to termination points.

In order to manage lead times, mechanical and electrical also utilized an early major equipment package to procure the majority of the core equipment.

Many of the early work packages included assumptions that had the potential to be impacted by later stage design development, so much time was spent considering potential future design evolutions and providing reasonable accommodation for these potential outcomes. For example, even though the mechanical and electrical distribution had yet to be designed, and the plumbing fixtures months away from being placed, the structural team was able to design a shallow slab system to maximize the above-ceiling space for mechanical and electrical distribution.

The structural engineers were also able to develop a modular reinforced layout that

*North Island Hospital
Campbell River.*





North Island Hospital Comox Valley.



addressed initial and future coring needs while maintaining the structural integrity of the reinforcing. A unique coupled concrete core wall system was designed to address the stringent seismic demands of the Vancouver Island sites. Hard walls were not permitted in areas that would inhibit future space planning while also allowing natural daylight to transmit into the interior spaces.

For the Comox site, the 100-year storm event was required to be retained onsite and discharged to the City's storm water

system at a rate not exceeding the pre-development conditions. This required Stantec's civil and environmental teams to design two very large Stormtech retention units, exceeding 2000 m³ total volume, installed with orifice-controlled flow control manholes.

Mechanical systems were custom designed for the unique needs of the client, and included an innovative negative air exhaust ducting system, designed to accommodate connections to portable negative air units that will be required

when future renovation works occur within the facilities.

The final program includes 248 inpatient beds, 10 operating theatres, 27 isolation rooms, four trauma rooms, two MRI suites, two laboratories and pharmacies, two morgue & autopsy suites, two medical device reprocessing departments, four gyms, four commercial kitchens, 10 elevators, and two helipads areas.

The construction of the two new hospitals are now complete and open to patients. ■



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Building construction management with Gold Seal Certification



Gold Seal Certification (GSC) is beginning to dominate the Canadian construction industry as one of, or even, the top most recognized certification program for construction management and safety professionals in Canada. Last year was an auspicious year for the GSC program as they expanded their accomplishments and announced new additions to the program, including introducing a unique recognition initiative named the GSC Success Stories.

The GSC Success Stories premiered in April 2016, and have become a popular way to highlight the hard-working, motivated, and inspirational

construction professionals who continue to make up a large percentage the Canadian construction industry. These articles are brief stories of accomplishments written about willing participants who desire to inspire others to take the next steps in their career. The GSC has proven to be a career milestone for many and has shown itself to be an excellent tool for long-term career success. New Success Stories are available to read monthly on the GSC website.

Many changes were made to the program in 2017. In January, intern registration costs were lowered and the student designation was announced. And in April, the new foreman designation

was made available to the industry.

The foreman designation, created specifically for construction foremen, will open doors for those in the trades who aspire to take the next step in their careers. The training provided by GSC will provide a new generation of workers with foundational knowledge of their role, giving them the education and training to help them achieve their professional goals — in top construction management positions.

Now, one year later, online exam formats have been introduced and are expected to be put to use in early- to mid-2018. Not only will these digital exams expedite the rate at which the exams



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are completed and scored, they are also environmentally friendly.

Finally, notable changes occurring this spring include changes to the credits needed to qualify to earn your certification. Details regarding the changes to program elements and registration costs, and additional information about the student designation, is available on the GSC website: goldsealcertification.com. Obtain updates quickly by following GSC on Twitter (@goldsealcert), LinkedIn, or Facebook. As an exciting and ever-changing certification program, they are worthwhile to follow.

Details regarding how you can participate in the GSC Success Stories are also on their website. If you or someone you know qualifies to be a future success story, advise them of this wonderful opportunity. Success story participants are selected to win the Gold Seal Certification award once a year. ■

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Jason Slater	Superintendent, Roadbuilding	1/20/2017
Gary Stride	Construction Safety Coordinator	1/20/2017
Jeremy Beaubien	Estimator, Roadbuilding	4/21/2017
Jason Beddows	Construction Safety Coordinator	4/21/2017
Tyler Slobodan	Superintendent, General	4/21/2017
Adam Whyte	Superintendent, General	4/21/2017

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Sarah Bartlett	Project Manager, General	12/1/2016
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Bringing the Island's construction community together

The 2017 Capital Project Delivery Forum



Sharing perspectives and cultivating solutions was the main objective at the third annual Capital Project Delivery Forum held at the Vancouver Island Convention Centre in Nanaimo on April 20, 2017.

The full-day event, organized by VICA and its Construction Council of Vancouver Island (CCVI), brings leaders from the Island's construction community together to share ideas, issues, and solutions on how to better design and build infrastructure.

Improving technology, hiring practices, and streamlining policy were all topics discussed at the much-anticipated event that, each year, draws in public owners, contractors, architects, engineers, suppliers, and other industry stakeholders.

After a brief networking breakfast, Greg Baynton, former VICA CEO, welcomed the room of 150 attendees and introduced the theme for the forum, *Building for the*

Future. By examining trends in technology, economics, industry, and population, forum speakers provided a convincing crystal ball of what the future may hold in construction.

Keynote speaker Nikolas Badminton, an internationally recognized futurist, has appeared on the BBC, CBC, and VICE, and has written articles for publications such as *TechCrunch*, *Forbes*, and *Business.com*. He talked about the evolution of the construction industry focussing on the use of technology in terms of materials, method, and attitude.

Pointing to the law of accelerating returns, Badminton borrowed from a familiar adage, "Every generation of technology stands on the shoulders of the last generation of technology accelerating its development and growth exponentially," he told the crowd. "More demands will be made on the construction

industry to have connectivity, reduce waste, and improve efficiencies in operations." He warned that with increased technology and connectivity, security operations will also need to increase.

He said by identifying more versatile and recyclable materials that are both light and strong, we will be using materials that are more sustainable, require less repair or maintenance, and are stronger and longer-lasting.

We will also be looking for opportunities to optimize space, including the surface, below ground, and air space by building vertical farms, earth craters, and mega cities.

Smart buildings and smart cities that optimize energy and space are key to our future and we see it happening already. Tom-Pierre Frappé-Sénéclauze, senior advisor at the Pembina Institute, addressed net zero and performance-based

building codes, saying how crucial it is that we construct new buildings to the best standards of energy efficiency as soon as possible. Retrofitting buildings is costly and complex, so each new building needs to be built to suboptimal standards. The introduction of performance-based building codes that adhere to net zero, LEED, and Passive House standards will become the norm.

Recognizing that not all provinces adapt at the same pace, Frappé-Sénéclauze said

streamlining building codes will be key and suggested a regional approach as opposed to province by province.

Social procurement innovator and advisor, Sandra Hamilton, spoke about what social procurement really means. “Working with industry stakeholders to create more social value through job contracts means putting people first,” said Hamilton. “The importance of building a more inclusive society with more women, immigrants, and First Nations people

will help to change the culture of the construction site.”

Delegates then broke into smaller discussion groups to identify challenges and opportunities for each sector, bringing their ideas and possible strategies back to the entire group for a larger discussion. Procurement being the hot topic across the industry, delegates discussed flaws in the provincial funding model, shared risk, value through collaboration, and easier access to information.



Improving technology, hiring practices, and streamlining policy were all topics discussed at the sold-out event, that, each year, draws in public owners, contractors, architects, engineers, suppliers, and other industry stakeholders.



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Taking cues from the discussion about improving procurement processes within local government was Gordon Ruth from the office of the Auditor General for Local Government. He outlined the mandate and purpose of the AGLG, which is to audit government operations and to

identify areas of improvement in terms of cost, efficiency, and effectiveness.

Tyler Galbraith and David McKenzie of Marzban Logan LLP reviewed recent legal actions that demonstrated the pitfalls of not complying with notice provisions, dangers of filing inflating

claims of lien, and what can happen when a property owner is not listed as a party in an action to enforce a lien.

Attendees also had many opportunities to network and socialize with each other throughout the day, including at the tradeshow where 13 exhibitors provided a backdrop to connect with colleagues and have some refreshments.

At the end of the conference, guests were invited to continue the conversation at the reception sponsored by ACEC-BC and BCCA Employee Benefits Trust, and encouraged to attend the next CCVI forum on April 27, 2018, re-branded as the Vancouver Island Construction Conference.

The CCVI is comprised of representatives the MUSH sector — municipalities, universities, school districts, and healthcare — as well as architects, engineers, and contractors. Attendance at the forum earns learning credits towards Gold Seal Certification and AIBC's Continuing Education System. ■

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LOCAL GOVERNMENT — SOUTH ISLAND

Stacy McGhee, District of Saanich

Michelle Mahovich, City of Langford

CONSULTANT (ARCHITECT)

Brad Shuya, Brad Shuya Architecture

Brian Kapuscinski, KPL James Architecture

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TOPICS

- Marijuana in the Workplace
- Measurable Performance: How the BC Energy Step Code Will Change the Way You Design, Build, and Use Buildings
- Affordable Housing: Joining Forces to Build More Housing
- Resolving the Inevitable Construction Dispute: Identifying Causes and Possible Solutions
- Women in Trades: The Keys to Attract, Retain, and Respect
- Procurement and Contract Negotiations: The Good, the Bad and the Ugly
- Development: Look to the Horizon
- Creating a Cultural Shift: Laying the Foundation to Sustainable Business Relationships with Indigenous Communities

Advantages of a Contractor Controlled Insurance Program (CCIP)

The demand for new and refurbished infrastructure is increasing throughout the country. Since much of the infrastructure was built decades ago, it is unable to cope with the strains of economic and population growth. These demands drive infrastructure repair and new infrastructure development. However, construction and redevelopment projects can be highly complex undertakings with many different elements of work to be coordinated into the finished project. To ensure an on-time and on-budget delivery, the project team should display exemplary control and management of the construction processes. That same control and management is no less important for the insurance program which wraps around the construction process, providing a layer of financial protection for transferred risks.

Therefore, contractors should consider that any contract disputes during the construction process can result in significant financial losses. As such, it is

recommended for contractors to arrange all major insurance policies on behalf of themselves and all subcontractors through a Contractor Controlled Insurance Program (CCIP) - a practice being implemented by many private project contractors.

Securing a CCIP offers many benefits to a contractor. It allows for a greater level of control over the policy and provides the insured with an integrated solution that meets the needs of all parties involved. By using a CCIP, all insurance costs are collected into one transparent policy, eliminating the handling costs associated with multiple policies. Additional benefits of a CCIP include:

- The policy period of a CCIP is the fixed period for the duration of construction;
- The CCIP eliminates the need to check subcontractors' insurance policies and renewals;
- The contractor can control the cost of insurance from the outset of the project and is likely to benefit from reduced premiums;
- The contractor selects the sum insured



and is able to periodically review it to ensure that there is no under-insurance resulting from inflation and variations in the project during construction;

- Claims settlements can be made directly to the contractor, which results in a faster and more efficient negotiation and resolution of claims. All third-party claims can be processed at once instead of multiple times;
- One policy eliminates overlaps or gaps in coverage which can lead to costly arguments. A CCIP eliminates problems between construction and operational exposures, since it avoids costly cross-claims between parties and their separate insurances;
- CCIP enables contractors to adapt insurance to the changing needs of the project, like fit-out risks.

By assuming the responsibility for arranging the project insurance, the contractor, via professional insurance advisors, can select the market with which the insurance is placed and can tailor the costs to suit the special requirements of the project in question.

The cost of the insurance is immediately known to

the contractor at all times, together with the terms and conditions of the policy. Claims costs can be monitored and handling procedures standardized.

Therefore the contractor has the advantage of:

- Control over the policy/claims;
- Security of having everything in one policy ;
- Tailored coverage (fewer gaps from the project to the corporate policies);
- Controlled cost of the policy.

At JLT Canada, our key relationships with leading market insurers allow for us to access competitive premiums while still obtaining robust coverage for our clients. Well-versed in advising clients and placing CCIP policies, the JLT Canada team provides a seamless claims management system, including the coordination of insurers and loss adjusters, as well as access to a specialist team in the event of a major complex loss.

Contact our construction team at ClientFirst@jltcanada.com for further information on our product and service offerings. ■

Connecting workers to hearing health

For 35 years Connect Hearing Industrial has promoted good hearing health in the work force

By Samantha Sommerfield



For over 35 years, the overall goal of Connect Hearing has been to educate workers about hearing loss prevention. Because once you start experiencing it, there is no turning back.

Bob Casmeay, manager of the Industrial Division, has been working at Connect Hearing for almost 13 years and has plenty of knowledge on how to better protect your hearing health.

“Once the hair cells in the inner ear are damaged they don’t grow back, so you have to wear protection or it will get worse,” says Casmeay. “The best time to do this is in the early stages of your career.”

Serving the lower mainland and Whistler area, as well as all of Vancouver Island, Connect Hearing has the ability to go onto any construction or work site, as well as into colleges and universities. And for them, education is key.

“We test trades people right at the beginning of their career so they have a base line on where they are before they get into the field,” says Casmeay. “Based on that, and the advice we give, we can prevent hearing loss and prevent the requirement of assistance later in life.”

With state-of-the-art equipment, approved by workplace safety and health, the Connect Hearing mobile vans hold everything needed for testing. Each of their five air-conditioned vans is outfitted with two sound rooms. These rooms are calibrated annually and inspected by WorkSafe BC to ensure everything is up to regulation.

The test includes a few questions about hearing and health factors along with a short evaluation. Casmeay says participants can be in and out in 15 minutes.

“Once inside the soundproof booth, participants put the headphones on and respond to a series of sounds and tones by pressing a button,” he says. “It’s just like listening to music — nothing scary at all.”

Getting your hearing checked on a yearly basis is required when working around equipment or in an environment with noise levels of over 85 decibels. It is

also important to catch hearing loss in the early stages so that steps can be taken to reduce further damage.

“Hearing loss is so gradual, people tend not to notice it. As the loss continues, they seem to adapt and get used to it,” says Casmeay. “A regular conversation is around 60 decibels, so 85 decibels can be riding the subway or using a lawn mower; it’s those everyday items you wouldn’t think of.”

If required, Connect Hearing can attend job sites with specialized equipment to monitor noise levels and advise whether testing is recommended. They also can provide custom-molded hearing protection at a discounted price for VICA members.

“Through annual testing and education, we can greatly reduce hearing loss and I feel like we are helping people understand the importance of maintaining good hearing health.”

For more information about hearing loss prevention, to schedule an in-office test, or to schedule a mobile unit to attend a job site, contact Connect Hearing at 250-413-2141 or 250-413-2128, or stop by the office anytime. ■

Women in Construction

Membership has its privileges

Networking, making connections, and behind-the-scenes access to some of the highest-profile construction projects on the Island. These are the benefits that come from belonging to Women in Construction (WiC), a VICA committee that aims to increase and support female involvement in all areas of the construction industry.

Currently celebrating its fifth year, WiC is continuing to grow in popularity with every meeting garnering approximately 30-60 attendees for each of their chapters located in Nanaimo and Victoria.

“We are in our fifth year of operation, we have grown to approximately 280 members, and we are very proud,” says Cheryl Hartman, estimator/project manager at Brewis Electric Company Ltd. and the WiC Chair in Victoria. “We are all women working toward a common goal of establishing and prospering in a career in the construction industry. When we share our experiences with each other, it really lends to a supportive environment.”

Combined with a site tour, a guest speaker, or a panel discussion, the monthly meet-ups are a chance to connect with other women in the industry, share knowledge, and learn about local projects.

The Nanaimo chapter of WiC has hosted speaker series on emergency preparedness, wealth management, and work-life balance. WiC Nanaimo also held a Women in Trades event at Vancouver Island University and entered a team into the Silly Boat Regatta helping to raise funds for the Nanaimo Child Development Centre.

WiC Victoria hosts an annual power panel featuring women at their top of their fields in construction. Site tours have included the extensive Mayfair Mall renovation project, the luxurious Fairmont Empress Hotel, and the historic Queen's Printer building.

Hartman says the monthly events have helped to create more of a connection with others in the industry, and some attendees have even landed a job or two after attending an event. “When two people begin talking about their fields of work and experience, and one person knows of someone else who is in that field; you make an introduction, they make a connection, and people get hired,” she says. “Whether you are getting a career started, changing a career path, or connecting businesses, this is a true networking atmosphere.”

WiC welcomes anyone from the private and public sector who supports women working in construction. Membership includes engineers, labourers, tradespersons, project managers, developers, architects, lawyers, accountants, administrative staff, students, and apprentices.

Operated by volunteers with assistance from VICA staff, WiC has received tremendous support from the construction community across Vancouver Island through providing job-site access, speakers, and financial sponsorship for their many events throughout the year.

Through networks such as WiC, the construction industry is showing its support for a more inclusive and diverse workforce. *If you are interested in becoming a member, or would like to attend an event, go to the WiC page at vicabc.ca.* ■



Raising glasses and funds

VICA members celebrate while raising funds for local charities at the annual holiday luncheon

In the spirit of the holiday season, the 2017 VICA Annual Christmas Luncheon was an opportunity to catch up with colleagues, raise funds for the community, and leave the office early on a Friday.

Held inside the ballroom of the Delta Victoria Ocean Pointe Resort and Spa, the sold-out event was the backdrop for the festivities that included prizes, entertainment, and a lot of food.

Kicking off just before noon, VICA CEO Rory Kulmala, welcomed guests thanking them for their support, involvement,

and partnership over the year. He also acknowledged the VICA team for their dedication and efforts. Hosting his first luncheon as VICA CEO, Kulmala took the opportunity to introduce the new VICA Board of Directors by inviting them on stage and subjecting them to recite the oath of office from memory — which they did in a not-so-uniform manner.

Kulmala also acknowledged a few of VICA's committees, the Women in Construction and the U40 networks. "Their goals are to provide an outreach into the community, so let's applaud all those who







are volunteering to makes themselves and their committees a success.”

As guests dined, Kulmala also announced the creation of an exciting new VICA event, the Vancouver Island Construction Conference. Scheduled for April 27 at the Victoria Conference Centre, the one-day conference is to be a cross-industry event for anyone associated with the construction industry on Vancouver Island. “This will be a premiere event for Vancouver Island to showcase the exceptional resilience and ability we are showing in this economy,” he said.

In the spirit of giving, VICA members helped to raise nearly \$10,000 for families in need — the proceeds donated to five inner city schools on Vancouver Island. Funds were raised through the purchase of door prize tickets, a 50/50 draw — \$2,895 won by Dave Taschuk of McGregor & Thompson — and a paint-can coin drive. Rosie Manhas, director of operations at VICA, spoke about those who benefitted from the generous donations. “Every year we see the results from the

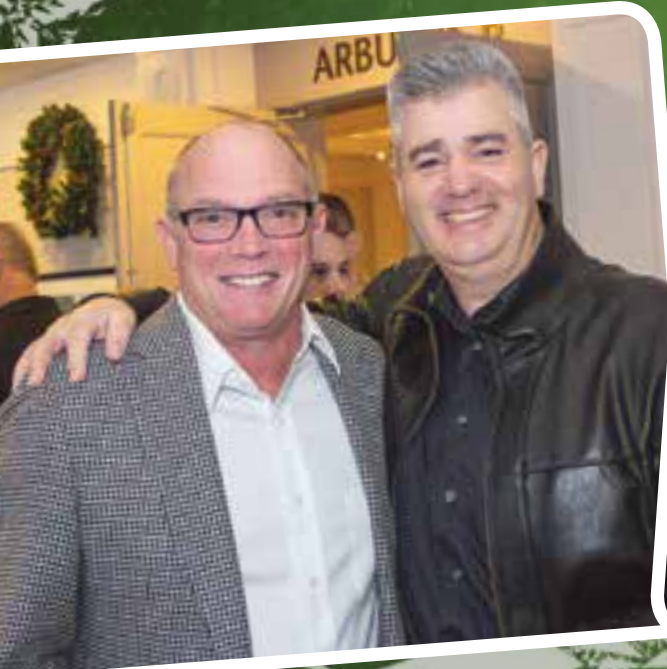
year before, so we thank you for contributing year after year.”

Throughout the afternoon, 13 prizes were awarded to lucky ticket holders, including a hotel stay, a Mount Washington gift card worth \$700, Canucks tickets, various electronics, and a drone. And, a long-standing VICA luncheon tradition, a few unsuspecting members who found envelopes under their seats, tried their luck at winning a one-week vacation in Hawaii donated by Peggy Yelland & Associates and Escape Solutions. The lucky winner this year was Amad Sharjeel of Kinetic Construction.

Murray Hatfield, entertained and mystified the crowd with his unique form of comedic magic, which resulted in several assistants being pulled from the audience to both help and hinder his show.

After prizes were received and drink tickets were depleted, Kulmala returned to the stage to close down the show by wishing the crowd a happy and safe holiday season.

This 2017 VICA Annual Christmas Luncheon sold out in record time and had a lengthy waiting list, so don't miss out on this fun holiday event and get your tickets early for 2018. ■



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Another brick in Nepal

VICA Member helps rebuild brick by brick

By Tammy Schuster

Flippping through a newspaper in a coffee shop near his office, Rob Tournour came across a two-page photo spread that stopped him in his tracks. “The picture just grabbed me,” he says. “I brought it back to the office and put it on a bulletin board.” The photo, which still hangs in his office to this day, was taken in Kathmandu, Nepal one day after a 7.8 magnitude earthquake hit the area, killing 9,000 people. Each day he looked at the newspaper photo depicting the devastation, he didn’t know why until a second earthquake shook the same region just two weeks later.

“When the second earthquake hit the country, I approached a good friend of mine who had been to Nepal before,” says Tournour. “Over coffee I told him I wanted to somehow help with rebuilding and asked if he was interested. He was exuberantly interested.”

That was in 2015, and today Tournour’s not-for-profit Another Brick in Nepal is nearing completion of its first elementary school rebuild in a remote region of Nepal.

“I’m in the brick-laying business and the overwhelming devastation, the photo, and making the connection with my friend got things rolling.”

Tournour, co-owner of Rob Tournour Masonry in Victoria, has been a brick layer for over 30 years and figures it was the photo of the crumbled brick buildings that caught his eye. He took his first trip to Nepal in October 2015 to tour some of the remote areas hit the hardest. The earthquakes destroyed over 900,000 homes, 5,000 schools, and levelled entire villages from Kathmandu to Mt. Everest and beyond.

Today, just returning from his fifth trip to Nepal, Tournour says very little of the committed international aid has reached the ground and the remote regions have



not received much help at all. He says many people are still living under re-piled rubble from their homes, corrugated tin, and tarps and says the rebuilding process is very slow, usually one home at a time.

Tournour ended up in the remote village of Aapchaur in the district of Nuwakot, a four-hour drive from Kathmandu, where the earthquakes destroyed an elementary school that housed approximately 90 students. Some of these students would walk for an hour to get to and from school. Since the earthquake two-and-a-half years ago, the school was just a temporary structure made of woven bamboo mats for walls and a tin roof, and the students' washroom facility has been completely destroyed.

Now, weeks away from completion, the new Bandevi Primary School, a 950-square-foot, three-classroom school — plus a new fully-functioning washroom

— will house school children from Kindergarten to grade 6.

And the team from Another Brick in the Nepal constructed the school to ensure it withstands any natural disaster. The footings and foundation are made of stone, reinforced with rebar and concrete, and topped with a full concrete ring-beam. Walls have been constructed with inter-locking concrete-hybrid bricks and reinforced with 1/2" rebar. Cast-in-place concrete lintels run completely around the building below and above window levels, as well as at the top of the wall. Steel-tube trusses with corrugated metal roofing and drop ceilings were installed in the classrooms.

The budget to complete the school is \$45,000 including building materials and furnishings for students. Tournour says he began his appeal to the local construction community in April 2017 and to date —

less than a year later — has raised \$35,000.

"So much support has been received from the construction industry here in Victoria," he says. "We have all worked together through the ups and downs in Victoria and I'm so inspired that they are showing their support and helping children on the other side of the world. It's overwhelming to have the support and love of the people around me."

Tournour is unable to complete his sentence when he talks about the feeling he gets when he walks into the village of Aapchaur. "It's indescribable," he says. "The reception is overwhelming."

Another Brick in Nepal is currently scouting the location for their next school rebuild with the goal of beginning construction in mid-2018.

To learn more about the organization or to donate, please visit anotherbrickinnepal.com. ■



The age of opportunity: U40 makes strides

By Melanie Franner



VICA U40 Victoria Charity Casino, a prohibition-themed event, helped raise funds for the Help Fill a Dream Foundation.



Since its inception in 2010, VICA's U40 (under 40) network has been steadily growing in numbers and accomplishments. With a mandate of providing networking opportunities and professional development for tomorrow's leaders, while giving back to the community, U40 has not only found its niche but has found the industry commitment and drive to deliver.

The success of the U40 Victoria group inspired the creation of U40 Central Island in February 2017. Shortly after, the two groups joined forces to cohost a joint event and the mid-island group has successfully hosted a mentor breakfast and a handful of networking events.

"We provide an opportunity for young people to get together in an atmosphere where they can be more comfortable," explains Chris Lyons, past chair of U40 Victoria, and senior construction manager at Omicron Canada Inc. "We came out of the gate strong and have been running hard ever since."

Today, the U40 network mailing list numbers well over 400 with typical event attendance hovering around 40 people. "We have representation from a good cross section of the industry," says Lyons.

Elle Fairley, vice chair of U40 Victoria, and project coordinator at Aragon Properties Ltd., joined U40 in early 2014. "I was new to the construction industry and feeling out of place due to my age," she says. "U40 gave me the opportunity to and connect with my peers. It's a great group of people who are all supportive of each

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Ugly Sweater mixer at the Yates Street Taphouse in Victoria.



Charity Casino Event at the Delta Ocean Pointe Resort in Victoria.



Scott Jacob Speaker Series event held at the Hawk & Hen in Victoria.



U4o Central Island Mentor Breakfast.



other, and we come from a wide variety of backgrounds and positions in the industry.”

From the beginning, U4o has been involved in supporting the community by raising money for local charities and partnering with organizations to help build construction projects.

Part of this community work involves an annual casino night, which raised almost \$10,000 for the Help Fill a Dream Foundation in 2017. The foundation provides hope, help, and happiness to children living with life-threatening conditions by fulfilling dreams, improving quality of life, and assisting families with care and financial support.

Partnering with non-profit organizations is another way in which U4o gives back to the community. It has worked with HeroWork on several projects, including rebuilding the 25-year old, 4,600-square-foot dock at Camp Pringle, a childrens’

camp located in Shawnigan Lake used by thousands of young campers each year.

“Camp Pringle was a great fit for us because HeroWork set up the project and planning, and we provided the skilled labour, tools, and people,” says Lyons. The team was also given the opportunity to bring their families for the weekend while they worked. “It was a lot of fun.”

BUILDING FOR THE FUTURE

There is no doubt that U4o has been hitting the mark these past years. It has managed to attract a strong group of people willing to learn how to lead and how to best prepare for the future.

“I saw the potential to do even more,” says Fairley about her decision to become part of the U4o leadership team. “That’s one of the great things about this group — you can be part of the executive committee and help shape its direction. It’s very empowering.”



Mixer at the Bard & Banker in Victoria.

Not only is Fairley spreading her wings, she is helping to spread the word of a group of people dedicated to both the construction industry and the local community it serves.

“We’re very happy with the results,” says Lyons, who turns 40 next year and will be transitioning out of U4o. “Everybody is proud of what we have accomplished both in the community and in representing the construction industry.” ■

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MEET YOUR BOARD



DAVE FLINT
Chair

Dave Flint of Flynn Canada has more than 30 years of experience in the construction industry. Starting as a sheet metal apprentice in 1980, Dave took every available opportunity to learn more about the industry and cultivate his career. By placing emphasis on profitability, communication, and mentoring, he built a successful roofing and cladding company from the ground up. In 2003, Dave sold his interests to Flynn Canada Ltd. and started the most recent phase of his career as a partner in this national construction firm. Recognized as a team player and a leader with forward-thinking ideas, he has contributed to the growth of the company both locally on Vancouver Island and regionally.

Dave served for a period on the board of directors for the Roofing Contractors Association of British Columbia (RCABC) and held the post of president for a two-year term. Dave also served on boards for various community sports organizations, including the Saanich Peninsula Amateur Basketball Association, the Peninsula Lacrosse Association, and the Peninsula Soccer Association.



ROGER YAGER
Vice Chair

Roger Yager was born in Saint Boniface, Manitoba and started his contracting career in the family-owned construction firm Yager Builders Ltd. based in Winnipeg. After completing a bachelor of science degree in civil engineering at the University of Manitoba, he relocated to Victoria, B.C. looking for new challenges and experiences.

The local phase of his career started in 1993 when Knappett Construction Ltd. hired him as a junior estimator. Over the years, he has worked his way up the company structure to earn his current position of vice-president of the Knappett Group of Companies. Currently, Roger is responsible for overseeing all aspects of project estimating and project management and assists in all other areas of company operations.



ANTHONY MINNITI
Past Chair

Anthony Minniti is the vice-president of operations for Century Group Inc. and brings over 20 years of planning and construction experience to the VICA board. He is responsible for the planning and managing of the Western Canada construction operations, including business development, estimating, human resources, project management, and leading the construction management and design-build team. Moreover, Anthony has a broad experience in design, procurement, and management of creative and construction personnel. Anthony is also the president of the Cordova Bay Association for Community Affairs.



KEITH PARSONAGE
Treasurer

Keith Parsonage is the regional manager for Houle Electric, covering Nanaimo and Northern Vancouver Island. He relocated to Nanaimo in February 2014 from Prince George and immediately became involved with VICA. Before being elected to the board, he was actively involved as an industry representative on VICA's S&P committee and Construction Council of Vancouver Island. He also promotes the construction industry locally through VIU as a PAC member and through providing job shadowing opportunities for the VIU pre-apprenticeship and high school CTC students.

During his nine years in Prince George, Keith was involved in the promotion and improvement of the construction industry. He was a director with PGCA for four years, including past chair and director for one year on the BCCAN board. He also participated on various PGCA committees and sat on the CNC Trades Advisory Board. He actively supported apprenticeship training through involvement in WITT, CNC pre-apprenticeship training, CTC, and ITABC. Keith is excited for the opportunity to continue promoting and improving the industry as a member of VICA's board of directors.



JAMES CLAPP
Director

James Clapp is a construction surety insurance broker at JLT with over 18 years of experience and over 150 clients across B.C. and Alberta. James spends the bulk of his time reviewing tender and contract specifications, ensuring his clients understand and comply with insurance and bonding requirements; alerting clients to any onerous conditions. As a former surety underwriter, James also brings a strong background in construction accounting.



STUART CUTHBERT
Director

Stuart Cuthbert is the Vancouver Island general manager at McGregor & Thompson Hardware Ltd., and has been in the construction industry, predominantly in supply and manufacturing, for 15 years. He began his career with Sauder Industries in Vancouver, starting as a trainee and working through to the director of operation for B.C., wherein he managed and facilitated the successful integration of their two major divisions in the province. During his time with Sauder, he worked in supply chain, sales, manufacturing, and operations across Canada, the USA, Japan, Korea, South America, and the UK.

After moving to Victoria with his wife and young family in 2014, Stuart joined McGregor & Thompson where he oversees the Victoria and Nanaimo operations, as well as the company's new installation division, McGregor Access Control. He is currently a member of the advisory board for CleanTech Service Group, meeting quarterly to advise on business strategy and direction.



MARK LIUDZIUS
Director

Mark Liudzius has been involved in the construction industry for over 35 years. This year marks his twentieth year at Kinetic Construction Ltd., as a project coordinator, Victoria branch manager, and part owner. As a part of Kinetic, he has been strongly associated with VICA for many years. He is in his sixth year on the BCCA Construction Innovation Committee, his first year on the VICA's task force on social procurement, and is also a board member of HeroWork.

His experience ranges from practical site knowledge as a carpenter, technical knowledge from BCIT, education from LEED AP and LEAN, and he is a construction business owner. He is a well-known member of the local construction industry and has worked with many of VICA's member companies over the years.



CHRIS LYONS
Director

Chris Lyons is the outgoing chair of VICA's U40 group and has been a board member since the group's inception six years ago. During that period, he also spent time on the VICA membership committee and most recently was involved in VICA's Strategic Planning Session as a representative of the U40. Chris is a senior construction manager at Omicron Construction Ltd. and has 12 years of experience in general contracting and five years working for an integrated development, design, and construction firm. This experience has given him construction experience as well as a good perspective from the owner and designer sides of the industry.



TYLER GALBRAITH
Director

Tyler Galbraith is a partner at the law firm, Jenkins Marzban Logan LLP. Tyler practises in the areas of construction and commercial litigation. Tyler has appeared before all levels of court in British Columbia and has been involved in numerous construction-related appeals, trials, arbitrations, and mediations. He has acted in builders' lien and tender cases, disputes arising from delays, defective work, contract termination, bond claims, and insurance coverage.

Tyler is a member of a variety of construction and legal associations and has lectured for the Continuing Legal Education Society of British Columbia on construction-related matters. He is the author of numerous construction law articles and other publications, with a focus on tender and builders' liens issues.



YOSEF SUNA
Director

Yosef Suna is a project manager and estimator for Knappett Industries Ltd, and has been involved in multiple high-profile civil construction projects throughout Vancouver Island. He has held his current position for five years and, prior to embracing a management role, he was a site superintendent for a similar duration after quickly advancing through the ranks from his initial labourer position at 15 years old. Yosef's post-secondary education in civil engineering technology, combined with his "bottom up" career path, and his company's diversity operating as both a general contractor and a subcontractor, give him a well-rounded perspective on his profession and the construction industry.



KEITH TATTON
Director

Keith Tatton became involved in the concrete industry as a high school student and since then, he has worked as a manager, managing partner, or managing owner of four ready-mixed concrete companies on North Vancouver Island. In 1998, Keith and his wife started Cumberland Ready Mix Ltd. and later acquired Cumberland Sand & Gravel Ltd.

Since the late 1980s, Keith has been actively involved in many boards related to business, trade, and community service organizations across the Island and the province. This includes serving as chair of the Comox Valley Community Foundation's Distribution Committee and treasurer and finance committee chair for the Comox Valley Airport Commission. For the past decade, Keith has served the board of directors of the Rotary Club of Cumberland Centennial. Keith joined VICA's board of directors in the fall of 2015.



MARNIE PRINGLE
Director

Marnie is a sales representative and project coordinator for Starline Windows. She has been a part of the Starline team for 25 years, working in various positions throughout their Victoria division. With a strong administrative background and a desire to give back to the community, Marnie looks forward to learning while on the VICA board while further contributing to the construction industry.



KATE ULMER
Director

Kate Ulmer is a senior structural engineer and Victoria branch manager at Herold Engineering Ltd. With over 15 years of experience working on a diverse range of projects including institutional, residential, industrial, and commercial builds, she works directly with general contractors, subtrades, owners, and other consultants.

Kate is also the chair of the Women in Construction (Victoria) network and a member of the Victoria Civic Heritage Trust Architectural Conservation Committee. She is a strong believer in communication and relationship building as a means to create a cooperative work community. She hopes her work on the board will help share the perspective of the consultant, understand the perspective of others, and contribute to preserving the value of our local construction industry.



GERRIT VINK
Director

Gerrit Vink has more than 14 years of construction experience with progressively increasing responsibility levels. Having started as a junior project manager with Farmer Construction Ltd. in 1999, Gerrit is now president. His resume of local projects include Shoal Point, Dockside Green, Bayview, Pacific Sport Institute, the University of Victoria's Engineering/Computer Science Building, Parkside, and Uptown which were completed under various delivery methods including trade contractor, general contractor and construction manager.

Gerrit was born and raised on the Island and completed his post-secondary education at the University of Victoria graduating with a degree in mechanical engineering. He is also a Gold Seal certified project manager and has significant experience with LEED projects.



At the VICA Annual General Meeting held October 19, 2017 at the Victoria and Nanaimo offices, five new members were voted onto the Board of Executives. Stuart Cuthbert, McGregor & Thompson; Mark Liudzius, Kinetic Construction; Kate Ulmer, Herold Engineering; Chris Lyons, Omicron Construction; and (not pictured) Marnie Pringle, Starline Windows.

VICA

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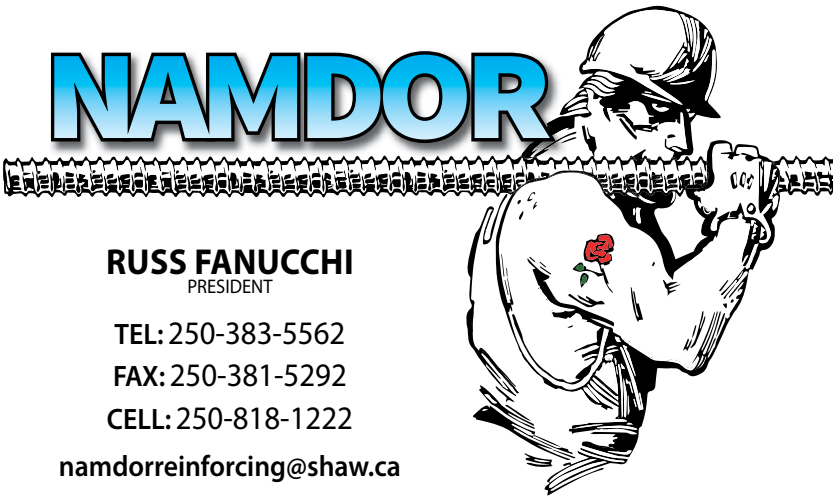
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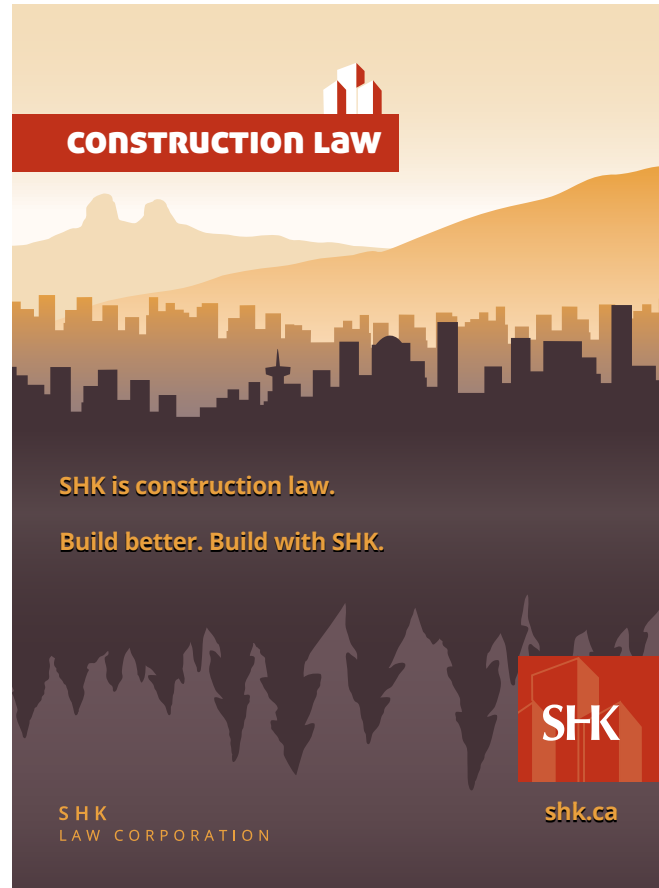
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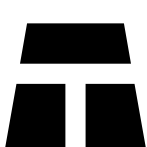


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