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26
A wave of technology:
TELUS Ocean
redefines
downtown



32
The legacy of
Campbell
Construction
CELEBRATING
60 YEARS OF
EXCELLENCE

34
Redefining
student living:
The University
of Victoria
completes largest
capital project in
history



44
Mitigating risk in
challenging times
A DISCUSSION WITH
INDUSTRY EXPERTS

VICA events

78



58
Bringing
education into
the future while
honouring the
past

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Be proactive and provide support

By being proactive in supporting employees with substance use, mental, or physical health challenges you will benefit your employees and your company, leading to a safer, healthier workplace.

- 12** VICA VISION & MISSION
- 14** YOUR CONSTRUCTION ASSOCIATION
- 16** MEMBER BENEFITS
- 18** Q&A WITH VICA CEO, RORY KULMALA
- 22** VICA COMMITTEES
- 24** BC CONSTRUCTION ASSOCIATION UPDATE
- 40** DRIVING VALUE IN AI-INFUSED CONSTRUCTION PROJECTS ON VANCOUVER ISLAND IN 2024
- 48** DON'T FORGET ABOUT THE BUILDERS LIEN ACT TRUST
– BY TYLER GALBRAITH, JENKINS MARZBAN LOGAN, LLP
- 50** A GUIDE TO CYBER SECURITY SAFETY IN REAL ESTATE AND CONSTRUCTION
– BY DALLAS MACCORQUODALE, MNP LLP
- 54** A THREE-QUESTION GUIDE FOR A HEALTHIER, HAPPIER WORKPLACE
– PROVIDED BY BCCA EMPLOYEE BENEFIT TRUST
- 56** WATER DAMAGE: A LEADING CAUSE OF BUILDER'S RISK / COURSE OF CONSTRUCTION CLAIMS
– PROVIDED BY WILSON M. BECK INSURANCE SERVICES
- 60** WORKSITE HEALTH AND SAFETY RESPONSIBILITIES OF OWNERS JUST GOT BIGGER
– BY SONIA SAHOTA AND MARCELA OUATU, CIVIC LEGAL LLP
- 64** SHOW YOUR COMMITMENT TO EXCELLENCE IN CONSTRUCTION MANAGEMENT – BECOME A GOLD SEAL EMPLOYER
– BY CHANEL ROBERTS, MANAGER, EDUCATION AND GOLD SEAL CERTIFICATION PROGRAM, CANADIAN CONSTRUCTION ASSOCIATION
- 66** BUILDING ON OUR COLLECTIVE ADVOCACY: CCA ADVANCING NEED FOR FOUNDATIONAL INFRASTRUCTURE AND WORKFORCE CAPACITY
– BY MARY VAN BUREN, CCA PRESIDENT
- 70** 2024 VICA COURSE CALENDAR
- 72** VICA EVENTS
- 76** MEET YOUR 2023-2024 BOARD OF DIRECTORS
- 80** YOUR VICA TEAM 2024
CONSTRUCT YOUR FUTURE
TAILGATE TOOLKIT TEAM
- 82** VICA MEMBERSHIP LISTINGS
- 98** INDEX TO ADVERTISERS

On the cover

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STORY ON PAGE 32



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VISION & MISSION

OUR VISION: Building a better construction community.

OUR MISSION: We are a not-for-profit association that advocates and fosters resiliency, excellence, and prosperity for the construction community on Vancouver Island and the Sunshine Coast.

GUIDING PRINCIPLES

VICA's actions and decisions will be guided by the following principles:

MEMBER VALUE: We are committed to ensuring the services and activities of VICA directly support the well-being and success of our member companies.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG): We are committed to developing and promoting ESG initiatives that provide a positive impact on the resiliency of our industry, the environment, our community and the health and wellness of our workforce.

FINANCIAL SUSTAINABILITY: We are committed to ensuring that VICA remains viable through a strong membership base that is reflected in both the quality of its membership and the number of members. We are committed to planning and managing our finances in a financially responsible and transparent manner while focusing on prudent investments that benefit our membership and corporate health.

INDUSTRY ADVOCACY: We are committed to act in the best interest of our Members and the Construction Industry, its stakeholders and people and to ensure our industry remains safe, resilient and sustainable. We further commit to promoting fair, open, transparent and ethical standards and practices

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YOUR CONSTRUCTION ASSOCIATION

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 Sunshine Coast of British Columbia. With roots that date back to 1912, we're 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 480-plus small and large companies from the southern tip of the island to the 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, conferences and our Young Builders Networks (YBN) and Women in Construction (WiC) networks, we bring the industry together to create business opportunities while promoting industry excellence.

**INDUSTRY REPRESENTATION
AND ADVOCACY THAT
SPANS COAST TO COAST**

We are proud to be a part of the BC Construction Association (BCCA) and the Canadian Construction Association (CCA), giving our industry members a national voice on issues and opportunities that affect everyone in the construction sector.

The Vancouver Island Construction Association supports and promotes the principles of fair, open and transparent procurement processes. Guided by ethical standards and practices, we strive to foster growth and economic stability for our members across Vancouver Island, British Columbia and Canada. We share this vision with our regional, provincial and national partners.

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

To be a VICA member is to be a member of a diverse 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 broad membership base — 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.

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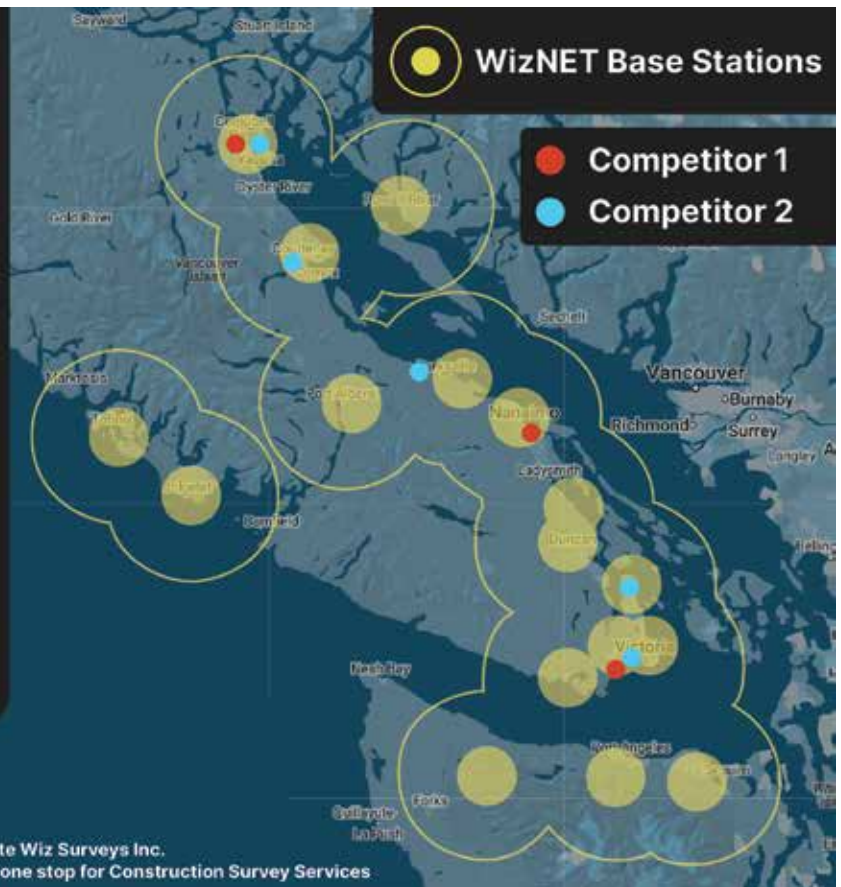
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MEMBER BENEFITS

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Despite the world becoming increasingly digital, the power of a handshake is still one of the more valuable aspects to a successful construction business.

VICA events offer opportunities for you to expand your network, meet industry leaders, and learn about issues and opportunities specific to the Vancouver Island construction sector.

Throughout the year, VICA hosts multiple member exclusive events, providing an excellent opportunity to expand your professional network. Some of VICA's signature events include our VICA Christmas Luncheon, golf tournaments, Vancouver Island Construction Conference, and our industry awards night.

Additionally, VICA's Women in Construction (WiC) and Young Builders Networks (YBN) offer low-barrier networking and educational opportunities through casual, monthly events. Through each WiC or YBN event, we promote and support the career paths of those looking to grow within the Island's industry. Each of VICA's networks has a mandate of mentorship and community involvement, extending our reach beyond our industry.

LEARN WITH VICA

The construction industry on Vancouver Island is a highly competitive environment. By empowering your staff with professional development opportunities, you're not only adding value to them, but also your company.

VICA offers a robust training and education program fit for everyone in the construction industry, from seasoned project managers and estimators to new and aspiring leaders and administrative staff. Through VICA's virtual classroom, self-paced eLearning, and in-person classroom courses, we are here to help you achieve your professional goals.

Every year, we add new courses and workshops to adapt to our industry's needs. In 2023, we offered over one-hundred courses, ranging from a six-week executive leadership course, to four-hour workshops on the latest CCDC and CCA construction contracts.

We are 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.

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Q&A with VICA CEO **RORY KULMALA**



We sit down with Rory Kulmala, VICA CEO, to discuss the advantages of membership and why it's not only crucial during times of economic prosperity but even more so during downturns in the market. Rory provides insight into the behind-the-scenes work at VICA and its commitment to its members, ensuring resilience and success in all economic climates.

During slowing market conditions, how is membership with VICA proving to be particularly valuable during these challenging periods?

Membership with VICA becomes a little extra valuable during these times. VICA offers a platform for members to connect with industry peers, share insights, and explore potential collaborations. We ensure that there is higher accessibility to the resources we provide, such as through our market bulletins and weekly newsletters, where we identify projects that members can pursue. We try to provide industry trends and best practices that could enable members to adapt their business practices to meet market conditions.

One factor that is important to remember is that during certain market disruptions everybody is in the same boat. As an association, our goal is to bring our industry together and advocate for those things that facilitate building relationships and help companies enhance their capabilities, whether it's training, education, or networking.

What specific benefits or support mechanisms does VICA offer its members to help them through these slower market conditions and emerge on the other side?

We prioritize equipping our members with the necessary tools and support systems to help them navigate through market fluctuations successfully.

We offer an array of specialized training programs, designed to be both accessible and relevant to our members' needs. Our strategic partnerships with the BC Construction Association and the Canadian Construction Association expand our capacity to deliver valuable resources. These partnerships enable us to offer tailored programming in areas such as labour support, immigration, skilled trades, the builders code, and apprenticeship services.

Standardization is essential in our field, and we recognize and promote the significance of the CCDC in promoting consistency and clarity.

In line with our commitment to enhancing access to projects, we are firm supporters of BidCentral as a vital platform for procurement. We encourage our members to utilize this resource and advocate for its adoption by public agencies, streamlining project access and opportunities.

By staying connected with developments at the national level and actively advocating for our members' interests, we bridge the gap between federal initiatives and local implementation here on Vancouver Island.

We also organize networking events and industry forums, along with various initiatives aimed at developing awareness among our members. Our goal is to provide members with access to projects and opportunities within the industry.

“ VICA offers a platform for members to connect with industry peers, share insights, and explore potential collaborations. ”

One of the key benefits of joining an association like VICA is access to valuable resources and networking opportunities. What are some of the upcoming events that members can take advantage of?

We're always looking for opportunities to showcase the construction sector in a way that is appealing to the younger demographic. We host a Trades Night with various local sports teams, this year it was with the Victoria Royals. In that past, we held events with the Pacific FC and the Harbour Cats.

VICA's Construction Conference will be held over a day and a half in April, and our goal is to showcase as much as we can about our industry. Not only are we bringing our industry together, but the topics up for discussion include energy, immigration, and all the relevant issues that keep the wheels turning on this ma-

chine. The conference concludes with the Young Builders Network Casino Night, which is always a popular and fun event.

We are partnering with the Urban Development Institute and the Canadian Homebuilders Association to host our first annual Gala Awards Night at Crystal Garden in June. By joining forces with these associations, we're bringing all parts of our industry together and we're able to create a larger audience and really celebrate our successes out there.

The annual golf tournament is our flagship summer event held in Victoria and Nanaimo and is a great way to take a step back from the grind and enjoy ourselves. We are expecting to fire up the grills for the Summer Sizzlers in both locations where we break out the barbecue and invite our members to stop by for a burger and beverage.



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We are also working on bringing The Capital Plan Project series back, where we invite our public sector owners to showcase their capital plans to our members.

VICA wraps up the year with our annual Christmas luncheon which we moved to a larger venue, Mary Winspear Centre, to accommodate more members. And we always have a number of initiatives and events taking place throughout the year with our Women in Construction committee and Young Builders Network.

Recognizing VICA's commitment to industry excellence, could you highlight some of the key initiatives and projects the association has recently undertaken to advance both its members and the broader construction sector?

Our primary focus at VICA has been the Tailgate Toolkit Project, a flagship initiative we're deeply committed to. I've spoken quite a bit about our effort to address the toxic drug supply as it affects our construction workforce. With statistics revealing that one in five individuals affected by toxic drug supply have ties to the construction sector, it's certainly concerning to us especially its potential impact on our construction workers.

With backing from the Ministry of Health and Ministry of Mental Health and Addictions, we've been developing and delivering this program across the province. What initially began as a grassroots endeavor in 2017 has now evolved into a provincial initiative. We've deployed dedicated social workers within each regional construction association to engage with communities to create awareness, reduce stigma, and assist companies and workers in accessing relevant resources.

Our Construct Your Future Program has been active for five years, tailored specifically for individuals — particularly younger people — interested in the construction sector. Participants undergo a nine-week training regimen, acquiring 11 certifications along the way, followed by a three-month supervised work placement.

The program offers participants valuable exposure and a foundation of knowledge that will provide them with new opportuni-

ties and allow them to make more informed decisions about their future. We hold three cohorts a year, which are all full, and we have a student completion rate of approximately 90-92%.

How has VICA prioritized and facilitated ongoing learning and skill development for its members?

At VICA, we've always made education a top priority. Our current training course catalog is quite robust, offering approximately 100 courses in both virtual and in-person formats. Members have the flexibility to explore our catalog and select courses that align with their specific areas of interest or expertise. Many of our courses are designed to support members pursuing Gold Seal certification, providing certified professional development points for licensed residential builders.

While the market may experience fluctuations, we view these periods as opportunities for our members to invest in additional learning. We continuously refine and develop our courses to meet the evolving needs of our members and support the ongoing growth and development of our industry.

What are some of VICA's recent advocacy efforts and what are the anticipated impact these efforts will have on shaping the landscape of Vancouver Island's construction industry?

Our primary focus in advocacy lies in advancing prompt payment legislation. We've been working with the BC Construction Association and a number of other construction agencies to promote and implement prompt payment regulations within the province.

We are advocating for lien reform to ensure that contractors and subcontractors are paid in a timely fashion and that the process is fair and accessible to everyone.

Another significant component of our work is collaborating with municipal governments on policy that impacts our ability to deliver. We need to be engaged in the conversation when addressing these issues. We find governments tend to make decisions on their own leaving the construction community left to respond and react, but we're here as a resource to be part of a conversation. We are facing capacity issues and process problems in our sector. There's a lot of red tape involved, and it's time to start unravelling it.

A very important avenue we support is to help make construction an attractive career option. It's crucial to reshape the perception of the industry early on and cultivate interest among youth. The landscape of a construction career has evolved significantly from what it was in the past. It's important to start thinking of our youth a little differently and supporting their goals. This requires the involvement of educational institutions to help celebrate and promote trades as viable career paths. ■





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VICA Committees

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VICA's Committees are an important part of the Board of Directors' function and responsibilities. They have been established to assist with meeting the Association's goals, objectives, and ultimately, its mission.



Not just for the young, but the young at heart! VICA's Young Builders Network provides networking opportunities to build relationships within the construction community; to present information, professional development and leadership or mentorship

opportunities that will benefit the individual YBN members and their respective companies; to participate in community engagement initiatives; and to support and promote career paths in the construction industry. Young Builders Network, Victoria Chapter meets once per month and the Young Builders Network, Nanaimo Chapter meets every two months. Both chapters hold special events throughout the year.

Learn more and view upcoming events at:

www.vicabc.ca/about-us/ybn/



Women in Construction (WiC) Network aims to increase female participation in the construction industry while providing fun and interesting opportunities to network, learn about

projects, and promote mentorship and growth. With chapters in Victoria and Nanaimo, WiC membership is open to all who support women working in construction and who are passionate about the industry. WiC Victoria meets once per month and WiC Nanaimo meets once every two months. Both chapters hold special events throughout the year.

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BC CONSTRUCTION ASSOCIATION UPDATE



British
Columbia
Construction
Association

By Chris Atchison, President, BCCA



Chris Atchison.

Strategic priorities of workforce development, prompt payment, procurement best practices, and project opportunities remain at the top of BCCA's agenda for 2024

About a decade ago, BuildForce Canada estimated that B.C.'s skilled labour shortage would reach 35,000 workers by 2023. While we've defied those bleak predictions by reducing the gap to a comparatively small 6,000 today, I'm struck by how consistently our industry struggles with the same issue year after year. The question of how to attract and retain talent continues to plague employers.

I believe that we are on the cusp of a significant opportunity for B.C.'s construction workforce. Career choices and the decisions that lead people to make those choices underwent a massive disruption in the wake of the COVID pandemic. Young people are now weighing the value of academic education against the burden of long-term student debt and the ever-growing cost of living, especially housing.

A career in construction is attractive to a much broader and more diverse pool of potential workers, who recognize the value it provides.

Capitalizing upon this shift in perspective, BCCA launched a major talent acquisition ad campaign in 2023. "Builders Life" supports construction employers who are hunting for talent. By focusing on the lifestyle message—get the skills you need to live the life you dream of—BCCA has been able to attract more than 10,000 applicants for skilled trades jobs that will lead to apprenticeship.

I see this unexpected talent pool as an indication of the broader culture change that is underway.

The talent pool we have amassed as an offshoot of the "Builders Life" initiative gives me hope for significant improvement in workforce availability. We will be turning our attention to leveraging this valuable resource in 2024, as we continue to work diligently to completely close that 6,000 labour shortage gap and make skills shortage a thing of the past.

In other news, I'm proud to say that BCCA has now successfully delivered over \$14M in federal funding to B.C.'s construction industry through its Apprenticeship



Services program. Thousands of B.C. construction employers have benefitted from this program aimed at registering first year apprentices in Red Seal trades. The positive impact of the Apprenticeship Services program will be felt for years to come.

Another exciting BCCA workforce initiative is the Building Builders program, which matches eager construction talent with seasoned mentors. I encourage experienced construction workers to step forward and help shape the future of construction in the most impactful of ways: by sharing the expertise and insight they've gained through years of dedication to our industry. We're immensely grateful to each and every one of BCCA's Building Builders mentors, and we welcome its mentees with great enthusiasm. The future of construction is here.

Of course, finding talent isn't the only issue for B.C.'s contractors. Cash flow challenges and project risks are still high, as businesses struggle to balance surging demand for services with rising costs, onerous contract terms, and the continuing erosion of procurement best practices.

BCCA continues to educate public owners about procurement and contract best practices. Our "Owners Only" webinars attract attendees from across all levels of government and every corner of B.C., serving up large helpings of frank reality about how construction works and what contractors face.

We continue to find project opportunities across the province for contractors of every size and type. BidCentral has more projects, public and private, than ever before and continues to offer new tools that create efficiencies for owners, GCs, and trades alike.

The fight for Prompt Payment Legislation is ongoing, and it continues to be a major priority for BCCA. While we are making progress, there is no plan to table Prompt Payment legislation before the next election, and this despite our longstanding entreaties to Premier Eby and members of his Cabinet.

We know the time to act is now. Livelihoods depend on it. Industry is ready for it. We cannot continue to allow British Columbia to fall behind other Canadian jurisdictions. The future of B.C.'s construction industry and its ability to deliver the projects the province so desperately needs depends on swift and decisive action on the part of legislators.

We'll now turn our focus to our pre-electoral strategy. We will make Prompt Payment legislation an electoral issue. We'll have the opportunity to gather during Construction Month in April. I look forward to discussing our approach with you then. ■



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A wave to technology: TELUS Ocean redefines downtown

By Melanie Franner

The new TELUS Ocean building in downtown Victoria will be more than just an office tower with over 153,000 square feet of leasable office space. It will be a transitional building that pays homage to the city's goal of becoming a global hub for technology and innovation. It will also – and perhaps just as important – be a thriving and vibrant community hub.

The big picture

TELUS Ocean will sit atop a triangular piece of property located north of the ex-

isting Crystal Gardens complex and across the street from The Empress Hotel – between Douglas and Humboldt streets in Victoria's downtown and Inner Harbour.

Darren Entwistle, President & CEO of TELUS, says that the building “has been envisioned to be an iconic architectural landmark”, describing the design as one that will make “a significant contribution to the public realm of the area”.

Indeed, the building will be striking in its profile and offerings. EllisDon, the general contractors on the project, describes

the building as such saying that 12-storey class AAA commercial development in downtown Victoria will house TELUS' regional headquarters and multiple tenant organizations. It will include commercial and retail space, a public plaza, and an accessible lobby. Sustainability and integrated smart and efficient technology innovation will be a focus of this project, with the design inspired by the ocean just one block away.

Once completed, EllisDon expects TELUS Ocean will be one of the highest-

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performing buildings in the province. The project is targeting LEED Platinum certification, a Well Version 2 designation for the highest standards for indoor air quality, Salmon-Safe Certification, achievement of Step Code 3 of the BC Building Code, and Canada Green Building Council's Zero Carbon Building Design Standard (version 2).

Arlo Skeans, Senior Project Manager, EllisDon, highlights many of the building's custom-designed systems that enable it to significantly exceed sustainability requirements. "The custom curtain wall

(exterior glazing) system was required to meet stringent air tightness requirements for Step Code 3," he says. "This building will be a decade ahead of this Step Code version being the required minimum for such projects."

Skeans also refers to waste diversion streams used through the construction process to achieve LEED Platinum (95% diversion rate), streamlined dewatering system designed to manage groundwater during construction for watershed protection (Salmon-Safe Certification), building mechanical and electrical systems de-

signed to allow maximum occupant comfort and efficiency, and all electric building systems to meet Zero Carbon certification requirements, with the continued commitment for environmental and carbon stewardship during operations.

Let there be light

Houle is providing all of the electrical work on the project, including electrical distribution, lighting, and fire alarm. The company will use Trimble technology for CAD and 3D BIM modelling to pre-plan the work and mitigate trade conflicts before work commences.

"This project is primarily steel and concrete, with an all-glass exterior," says Danny Bennalack, Project Manager, Houle. "One of the exciting challenges will be the intricate backlighting of the exterior metal artwork going up the outside of the building. Houle will be installing the lighting and lighting controls and help determine the best way to connect it to interior controls."

The building's terraces will represent another interesting challenge for Houle. "There are multiple terraces at the back of the building with a rooftop area that features a flowing river," says Bennalack. "The river, and other outdoor spaces, will have fibre optic lighting that Houle will be installing. There will also be artistic lighting installed at the base of the building comprised of hundreds of tiny lights,

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which will require much coordination and skilled installation.”

Other highlights of the building include three levels of underground parking for a total of 137 stalls, ground-level floor retail and restaurant space, 14 bicycle stalls; two storeys of amenity space for everyday use and corporate/private space, end-of-trip facilities, and electric charging capabilities throughout the parkade.

Construction on the project is expected to generate 450 new jobs.

Primed and ready

Although TELUS Ocean will soon rise 53 metres above ground, its foundation stretches far below the surface. “That whole area of land is the Inner Harbour,” explains Chris Tarnowski, Regional Manager for Vancouver Island, CopCan Civil/Norland. “It’s all in-fill.”

CopCan Civil won the bid in collaboration with Western Grader and Construction Drilling, two sister companies of the NorLand Group. “This project was large in scope,” says Tarnowski. “It was also very challenging and very complex.”

At the heart of these challenges was different soils, as well as existing underground infrastructure dating back to the ‘30s and ‘40s. “There were a lot of unknowns on this project,” says Tanner Smith, Project Manager for CopCan Civil/Norland Group.

CopCan Civil started work in June 2022. The brownfield site included an existing one-level underground parkade, a tunnel, and a boiler room – all emanating

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from the Empress Hotel and all of which had to be demolished. The excavation had to reach far enough down to accommodate the three levels of underground parking required for the new tower.

“The concrete chimney stacks from the boiler room were a lot deeper than we had anticipated,” says Smith, adding that the stacks continued beyond the achieved depth of eight metres below sea level. “They were still there when we finished the excavation.”

The depth of the excavation, the proximity to the ocean, and the different soil types also called for atypical shoring methods. “This was very different from the way we typically do shoring systems,” says Smith. “We had to overlap the shotcrete shoring and piling trades as we went down.”

Site constraints also added to the complexity of the project. “We had to do deep excavation with straight walls in a very busy area,” says Dylan Desjarlais, Opera-

tions Manager of Vancouver Island, Cop-Can Civil/Norland.

Getting the assorted construction equipment into the dig added yet another layer of complexity.

“We had to engage in edge-to-edge excavation on all sides,” says Smith. “We had to bring all of our digging equipment with us to each level, which we did with a 500-ton mobile crane. The crane itself had to be lifted out at the end. We also had to use multiple types of shoring on all walls to account for the different types of soil.”

The different types of soils and materials found during the excavation (including old creosote pilings) meant everything had to be checked for potential contamination.

“Trucking was tough because of the materials we encountered,” says Desjarlais. “Everything had to be tested and sent to different sites, which created a lot more strain on the system. We were using 40 trucks instead of the typical 15, which can be hard on logistics when you’re in downtown Victoria during the busy summer tourist season.”

A new era

According to EllisDon’s Skeans, it will be several years of hard work before TELUS Ocean is ready for occupancy. Target completion for the structure itself is set for early 2025. Envelope and building enclosure is scheduled for mid 2025, while the building systems (integration and commissioning) have a target completion date of late 2025. Tenant improvements will take place into 2026.

TELUS Ocean is currently on schedule for project completion and closeout in mid 2026, a milestone event that will represent the culmination of years of expertise and design innovation. The building will exemplify a transformational change for the downtown core. And it will become a key component of the city’s plan to help strengthen its booming tech industry – a growing sector that already contributes over \$5 billion of economic impact annually. ■



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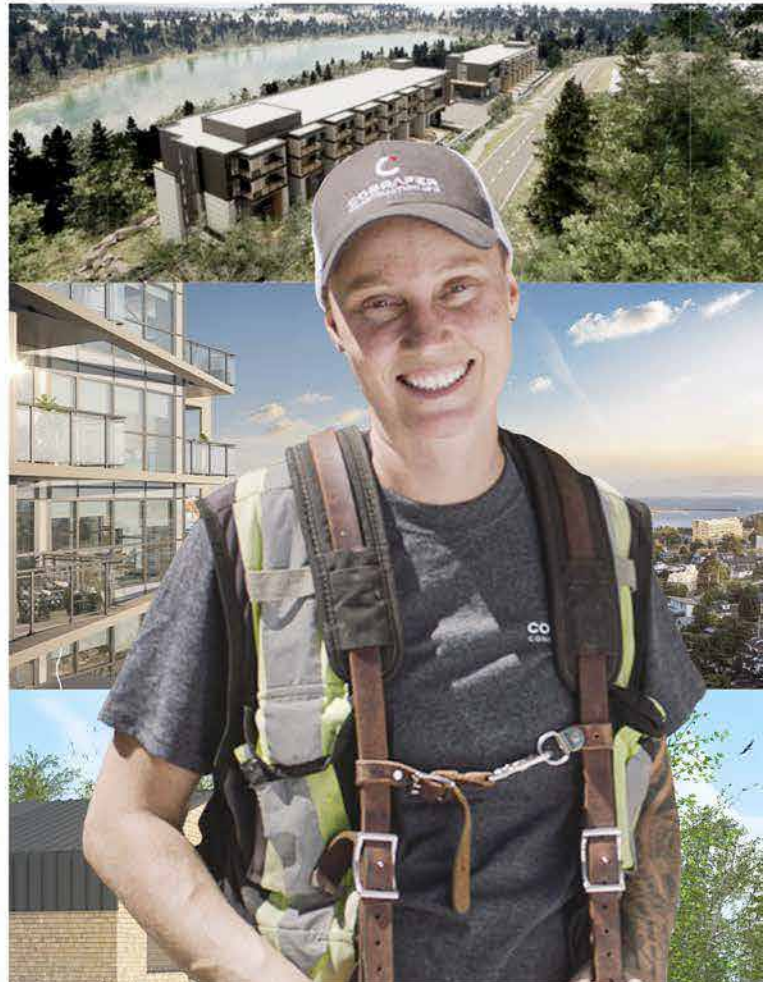


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Drive through any intersection or neighbourhood on Vancouver Island, and you've likely encountered this familiar company sign marking construction sites throughout the region. For six decades, Campbell Construction has played a pivotal role in shaping our environment, contributing to the construction of iconic structures that adorn both vibrant main streets and serene subdivisions across the island.

In the world of construction, longevity speaks volumes. As Campbell Construction marks its 60th year of service in 2024, its commitment to superior craftsmanship and dedication to building strong relation-

ships is leaving an indelible mark on the landscape of Vancouver Island.

Founded in 1964 by three visionary carpenters—William (Bill) Campbell, Ken Farey, and Archie Campbell—Campbell Construction began with a simple mission: to deliver exceptional craftsmanship on every project, regardless of size. From its inception, the company prioritized quality, hard work, and respect for both clients and employees. This commitment laid the foundation for its enduring success.

The company's journey is intertwined with the fabric of Victoria's history. Originally a part of Luney Bros. Ltd, a major construction company since 1906, Camp-

bell Construction emerged as a new entity in response to the changing landscape of the industry. Over the years, it has built a reputation for reliability, integrity, and quality.

Ken Farey, who assumed the role of president in 1976, steered the company through periods of growth and transformation. Today, under the leadership of Farey's son, Campbell Construction continues to thrive, with a workforce of employees dedicated to upholding its legacy of excellence.

"People appreciate getting exactly what they paid for," says Wayne Farey, President of Campbell Construction. "We've built a reputation of consistency and delivering



Capital Park, located behind the Legislative Building in James Bay, was completed in three phases and is the largest project that Campbell Construction has completed to date.

results. These qualities are essential to the success of every project we undertake.”

Another key to the company’s success lies in its emphasis on building and maintaining connections. “We have relationships with developers and clients that date back 50 years,” says Farey. This commitment to fostering long-term partnerships has been instrumental in securing repeat business and maintaining the company’s sterling reputation.

The company’s dedication to its employees is equally noteworthy. “We treat people with respect, and we try to provide opportunities for their growth and expansion,” says Farey. “We appreciate and recognize people that dedicate their careers to us. Some people have spent three-quarters or more of their careers with us, and we’ve had people work working here for over 40 years.” With several staff members amassing decades of experience with the company, there’s a strong sense of loyalty and camaraderie. This continuity ensures con-



sistency in approach and a deep understanding of the company’s values.

Over the decades, Campbell Construction has evolved and expanded, tackling projects including high-rise buildings, custom homes, hospitals, shopping malls, and recreation centres. The company that began its first construction project in 1964 with a modest cabin in Shawnigan Lake, is now responsible for developments such as Capital Park, the multi-year construction project which transformed an entire city block and created a new community in James Bay.

Looking ahead, Farey says that the company remains committed to maintaining its diverse portfolio of both large-scale and smaller projects such as home and office renovations. “We never want to lose focus

on smaller aspects of building,” he says. “This balanced approach allows for growth and also provides invaluable opportunities for skill development and leadership.”

In celebrating 60 years of service, Campbell Construction looks back with pride on its achievements and forward with optimism toward the future. From its humble beginnings to its status as an industry leader, the company’s journey is a reflection to the power of hard work, integrity, and dedication to quality. As Farey puts it, “The future holds another decade of successful projects.” With its solid foundation and commitment to continued excellence, Campbell Construction continues to shape the ever-evolving skyline of Vancouver Island. ■



PHOTO COURTESY BRETT HITCHINS, COURTESY OF HOULE.

Redefining student living: *The University of Victoria completes largest capital project in history*

By Melanie Franner

The University of Victoria (UVic) has set a new standard with the recent completion of two campus buildings that reimagine student housing, campus life, and sustainability. The \$203-million project provides 783 beds, a 600-seat dining hall, and academic and conference rooms over two separate buildings.

One + one

There are many features that help raise the bar for the two new buildings, but the

most noteworthy one, perhaps, is that they represent one of the largest projects in Canada – and the first on campus – that has been designed to achieve the International Passive House standard.

“The 31,000-square-metre, mixed-use complex includes two buildings designed to meet LEED V4 Gold and Passive House standards, making this one of the largest Passive House projects in Canada,” says Danny Bennalack, Project Manager, Houle. “These Passive House buildings will use 75 per cent less energy

for heating and cooling and at least 50 per cent less overall energy than a typical North American building.”

The first of the new student housing and dining buildings with 398 beds for students was started in 2019 and completed in 2022. It is called Čeqʷəñín ʔé?lən (Cheko’nien House), named after the territory now known as Oak Bay. The second building, completed in September 2023, is called Sñéqə ʔé?lən (Sñgequ House), after the village now known as Cadboro Bay. Building 2 provides 385



PHOTOS PROVIDED BY WSP.

student beds, two 225-seat classrooms, as well as an Indigenous student lounge and conference centre.

The UVic project called on skill sets from across the island and beyond. Among those involved were Kinetic Construction Ltd., Houle, EllisDon, Farmer Construction, Allterra Construction, and WSP.

Virtual design with Houle

Houle's multi-discipline team provided

solutions for electrical, security, communications, building automation, and audio visual. Through advanced CAD technology, the company collaborated with fellow trades to meet all necessary LEED and Passive House design requirements and successfully implement an intricate exposed ceiling design.

"This project used Trimble technology to compile CAD drawings for various trades to perform scheduling and to mitigate trade conflicts before any work was

started," says Bennallack. "We are honoured to have worked on a project that will have such a direct impact on students and residents in Greater Victoria."

Houle used more than 2.5 million feet of power cables and over 500,000 feet of structured cabling on the buildings. The team itself invested a total of 5,200 hours of planning support for the project.

Navigating complexity

WSP's scope of work on the UVic

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buildings was extensive in that it included civil works, electrical engineering, technology, and lighting.

“This is one of WSP’s largest civil site servicing projects for the Victoria office in terms of the scale of visibility, number of stakeholders, and amount of coordination required with multiple disciplines,” explains Bob Fulton, Senior Civil Technician, WSP Civil, who adds that utility relocation was required early in the project, while extensive coordination with UVic, municipal staff, and third-party utility providers was required to develop servicing corridors that would serve the new buildings and future projects.

Although the environmental certifications did not have a direct impact on the

civil works, they remained top of mind.

“When a project is seeking a certification like this, sustainability throughout design and construction is in the forefront,” says Ayden Martin, EIT for WSP, and UVic Alumni. “WSP took special care to incorporate sustainable stormwater infrastructure as well as erosion and sediment control provisions to ensure a clean and sustainable site to meet the LEED prerequisites. We worked closely with the landscape architects to incorporate rain gardens and the main water feature with resilient plantings to help detain and infiltrate the larger volumes of surface water runoff introduced by increasing the area of impervious surfaces on the site.”

Extraordinary energy savings

Targeting the Passive House and LEED V4 Gold certifications helped UVic reduce the overall carbon footprint of the two buildings by 90 per cent, compared to the buildings they replaced. But doing so called for every aspect of the building design to be analyzed – from major decisions such as the use of mass timber to reduce the carbon footprint, to installing a fully electric commercial kitchen to reduce GHG emissions.

In fact, the electrified kitchen in Cheko’nien Housen reduces overall GHG emissions by 83 per cent, compared to natural gas.

“The electricity draw presented a challenge,” says Andrew Tashiro, Senior Principal, WSP, who describes the kitchen as one of the largest commercial kitchens in North America for Passive House, able to serve 10,000 meals a day. “It required quadruple the power of what a kitchen would typically require.”

The commercial kitchen fire suppression system is the first in Canada of a North American new Ansul RED (Restaurant Electric Detection) technology fire suppression system.

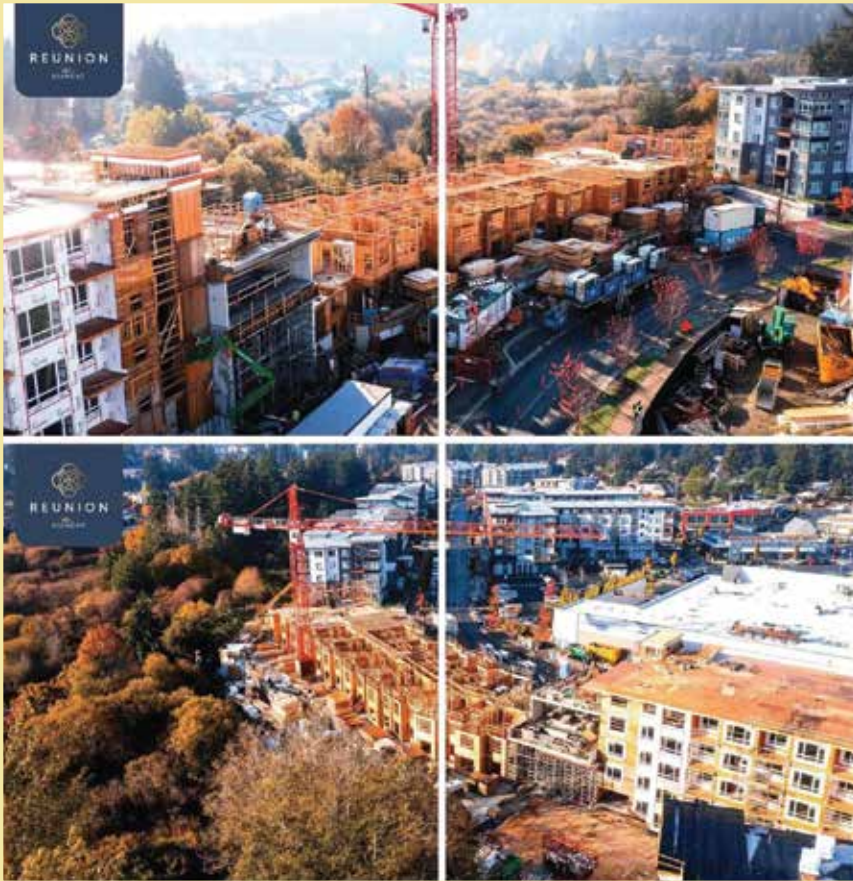
“We spent a lot of time designing the fire suppression system,” says Johnson Huang, Technology Designer, WSP. “There was a lot of coordination required with the mechanical and sprinkler systems. The layout for the fire alarms, for example, was complicated by the use of mass timber

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construction.” Huang says he was able to use Revit for 3D imaging throughout the design process.

To help monitor the energy use of the buildings, WSP developed a complex metering system that provides real-time energy consumption on various displays available to staff and students. An app is currently in the works.

Although lighting for the two buildings represents a small portion of the total energy output, it nonetheless remained a

consideration for WSP Senior Lighting Designer, Michael Graham.

“We did strategize on how to reduce energy,” he says, adding that the buildings use LED lighting throughout. “On the residential floors, we took more of a minimalist approach in design. We went with quality over quantity. For example, we opted for one larger light in the residence rooms to provide broader coverage. But we provided the flexibility for students to dim the lights.”

This design approach was also carried over to the common areas, dining hall, and academic spaces. “Lighting is provided 24/7, but in the corridors, for example, the lighting is reduced to 25 per cent from midnight to 5:00 a.m.,” says Graham.

Another factor that was considered was the maintenance of all lights, focusing on their placements and uniformity to facilitate easy replacement when required.

A team effort

Drawing on the expertise of so many stakeholders and partners required a high degree of collaboration. The WSP teams alone involved several different departments.

“WSP provided integrated design services for multiple disciplines on the project,” says Fulton. “Our teams collaborate and share information efficiently, streamlining the design process with a goal to provide coordinated design packages. WSP assigned local staff who were qualified to make field decisions quickly to ensure construction progressed smoothly when issues arose.”

The result is a stunning example of not only the largest capital project ever undertaken in the history of UVic, but one of the country’s largest projects designed to achieve the International Passive House standard. Together these new facilities symbolize a tangible embodiment of progress, innovation, and a collective investment in the well-being and success of current and future generations of students. ■

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surveys, progress tracking, and safety inspections, reducing costs and improving productivity. By harnessing the power of AI, Island-based stakeholders can unlock new efficiencies, mitigate risks, and drive value in construction projects like never before.

However, alongside the promise of AI-driven innovation comes the challenge of navigating rising construction costs and interest rates. Escalating expenses in materials and labor, compounded by high

interest rates, pose significant hurdles to project viability and profitability. In this context, the adoption of AI technologies offers a potential solution by optimizing resource allocation, streamlining workflows, and enhancing decision-making processes. AI-powered predictive analytics can forecast market trends and identify cost-saving opportunities, while machine learning algorithms can optimize project schedules and mitigate risks in real-time. Moreover, AI-driven project management

platforms enable stakeholders to monitor performance metrics, identify inefficiencies, and adapt strategies, accordingly, ultimately driving value and competitiveness in construction projects on Vancouver Island. This can even be extended to greatly improving permitting and approval processes – image how great that would be!!!!

Yet, the integration of AI into construction projects is not without its challenges. Access to skilled AI talent, data privacy concerns, and the need for robust infrastructure pose significant barriers to adoption. Addressing these challenges requires a collaborative effort from stakeholders across the public and private sectors; encompassing investments in education and training, policy frameworks that support AI innovation, and partnerships to develop AI-enabled solutions tailored to the unique needs of Vancouver Island's construction industry.

Moreover, driving value in AI-infused construction projects on Vancouver Island demands a steadfast commitment to sustainability and community engagement. By leveraging AI to optimize energy efficiency, minimize environmental impact, and enhance safety standards, stakeholders can create projects that not only deliver economic value but also contribute to the long-term well-being of local communities and ecosystems.

As Vancouver Island charts its course through 2024 and beyond, the integration of AI into construction projects offers a pathway to overcome challenges and unlock new opportunities for growth and innovation. By harnessing the power of AI, fostering collaboration, and prioritizing sustainability, stakeholders can navigate complexities and drive value in construction projects that shape the future of the island and its communities. The time for action is now—let's embrace innovation and chart a course towards a brighter, more sustainable future for Vancouver Island. ■

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Mitigating risk in *changing times*

By Melanie Franner



Randy Noble, Houle.



Tom Plumb, Kinetic Construction.



Dave Lewis, Alpine Insulation.

It seems that the pandemic ushered in more than just a global virus. It also brought a great deal of uncertainty

and change into the traditional way of doing things. For the construction industry, in particular, it brought into sharp

focus the unreliability of supply chains and logistics and exacerbated an already stressed labour situation.

Pressure on global supply chains has only heightened of late, as the world deals with the additional geopolitical stress of overseas wars and unrest in the Middle East.


The old way of doing business may no longer prove as effective – if at all – in this challenging new environment. So how can companies mitigate their risks? The answer may prove just as multi-faceted as the question.

A brave new world


“We saw a massive shift in everything once COVID hit this industry,” says Randy Noble, Project Director, Houle Electric. “The most crippling effect was definitely on procurement. All the timelines we had learned over many years, and had based our business on, went out the window.”

Procurement issues can lead to delays, which can lead to increased costs to cash flow problems when invoices become due. The key to stickhandling in this new


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environment comes down to a few things.

“Look at your material and labour issues when bidding jobs and make sure the job is a good fit for your company,” says Noble. “It’s no good for any of us if you take on a job and find it takes a lot longer than you expected or that you have to abandon it altogether.”

Another key factor, according to Noble, is access to information. “Information flow has become critical,” he says. “Businesses need to get information about delays in real time in order to make sound decisions about projects.”

Gaining access to this information link can come a couple of different ways. “One, you can partner with other participants in the process in the hope of becoming more tightly integrated in order to garner more information flow or two, you can look for other non-traditional partners.”

Houle Electric opted for the second choice. “One of the ways we’ve changed our business is to take on the responsibility of handling more ourselves, like freight for example,” says Noble. “We used to rely on others for freight but we found that if we take more of it on ourselves, then we can better control our estimates and timing.”

Formative change

Kinetic Construction made a hard right in its project delivery system a few years before the pandemic hit – moving from design/bid/build to Integrated Project Delivery (IPD). This commitment to IPD and LEAN methodology has – and continues – to serve it well. The company currently has five IPD projects on its books, the largest of which is over \$200M.

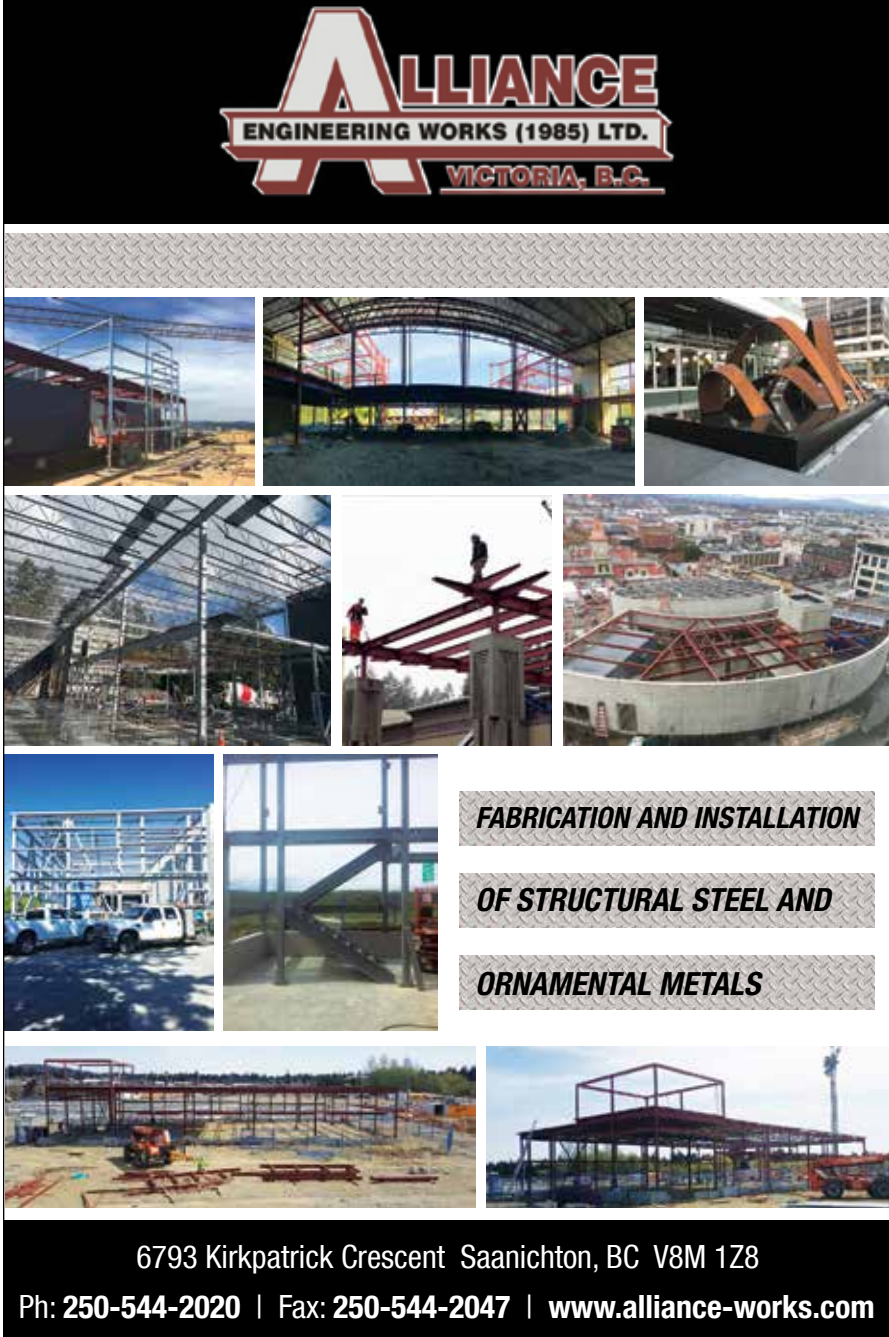
“With a more connected world where global events directly impact local business, like steel or other material supplies, the old way of procuring and executing a building project is no longer valid,” explains Tom Plumb, President &

CEO, Kinetic Construction. “There are too many factors and variances that exist to gamble that the design you choose and the resource assumptions you make, three years before you intend to build, to have any sense of assurance that the conditions will still be relevant at the time of construction start.”

IPD allows everyone involved in the project – from the subtrades to the owner – to have a seat at the table.

Defining risk as “primarily a function of quantity and quality of information available at the time”, Plumb says that IPD gives everyone a chance to better understand their own respective risks and as a team, figure out how best to “actually mitigate the risks instead of just trying to contract them away”.

Plumb adds that a risk event hurts everyone on the team, not just the con-



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tracted party. “Creating integrated teams to meet these challenges during the pre-construction process is the best way to identify challenges ahead of time and either allow for it or design away from it,” he says, adding that fully integrated collaborative design and construction can reduce the time to mobilization by up to 100 per cent. “This is critical in a fast-changing environment.”

Lost in translation

Dave Lewis, co-owner of Alpine Insulation, knows firsthand that the landscape has changed. But he doesn't allow himself to get lost in the big picture.

“It's a very complex world that we live in, but I try to boil things down to simple first principles,” he says. “I drown out the noise and focus on what's happening in my own backyard. I try not to let the big geopolitical stuff, or even stuff from the rest of Canada, overly impact my think-

ing. CMHC's analysis has shown that Vancouver Island is a unique market place that doesn't correlate with building trends across the rest of Canada.”

Lewis doesn't minimize the pandemic's impact on the construction industry – even on the unique environment of Vancouver Island – but he did take advantage of it as an incentive for Alpine Insulation to study its own internal processes. The company identified nine factors that impacted its bottom line, and then spent the next year and a half dealing with them.

“The fact is that today, more than ever, everyone needs to understand costs and stay on top of them,” he says. “Every day is a new day. What worked yesterday won't necessarily work today.”

Follow your own path

In an age where access to information may mean the difference between making

a profit or losing a customer, businesses everywhere may have to re-think the old way of doing things. Re-evaluating responsibilities and redefining roles may be inevitable for those companies looking for long-term success.

One thing that shouldn't change, however, is having a firm understanding of who you are and what you can deliver.

For Lewis, the key to surviving in this constantly changing industry may be as simple as looking in the mirror.

“You need to understand what lane you're in,” he says. “You shouldn't be the best and the cheapest. We see a lot of companies overpromising and underdelivering when the prices suddenly go up. Running a business is always going to be challenging, but as long as you truly understand your business and act accordingly, you should be fine.” ■



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Don't forget about the *Builders Lien Act Trust*



By Tyler Galbraith, Jenkins Marzban Logan, LLP

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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 by the contractor or subcontractor and 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.

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

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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.

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 any part of the trust fund with

other money, 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 materials 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 and should pay it 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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A guide to cyber security safety in real estate and construction



By Dallas MacCorquodale, MNP LLP



Cyber security is often one of the last things that come to mind when thinking about the real estate and construction sector. Trades and technology aren't two things that typically coincide, but as businesses evolve and optimize their processes, adopting and integrating varying technologies is becoming more and more necessary.

Every year, one in five small Canadian businesses is the victim of a cyber attack. More than one third of those businesses estimated the cost of the attack at more than \$100,000 and 20 per cent were unsure what the breach would cost them.

Fear, uncertainty, and doubt are often the tactics used to scare organizations into

caring about cybersecurity. And while this can be an effective way to get businesses to act, learning more about what cyber attacks look like and how to safeguard against them allows for a more thoughtful approach.

Why you should care about cyber security

When trying to understand what it is and how it might impact you, it may be easiest to compare cyber security to workplace health and safety protocols.

There have been significant developments in the last 50 years in workplace health and safety that have drastically reduced workplace incidents and made or-

ganizations safer as a result. Health and safety protocols are now commonplace because their effect is evident and the culture, mission, and metrics for success within the business are dependent on the safety of their employees.

When an organization approaches health and safety as a core component of their business rather than an afterthought or in response to an incident, work is done more safely, and processes are developed with keeping people safe in mind.

The same applies in the cyber security space. Being proactive and taking the time to understand what aspects of your business might be vulnerable will help establish a roadmap for where to shore up your defenses.

How to secure your business from the threat of cyber attacks

Scammers, hackers, and malicious actors aren't always pursuing things we would assume are valuable.

Criminals will often take information that's imperative to the operation of the organization and hold it for ransom – it might not be valuable to anyone else but it's valuable to you.

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Here are five fundamental components that every organization should consider implementing to help protect against cyber attacks:

1. Develop a security culture and raise awareness

A culture where individuals play a part in the protection of the organization's information is crucial. If employees are encouraged to spot and report security concerns and are rewarded or praised when they do so, they'll be less likely to sweep something under the rug or pass it off as unimportant.

2. Implement multi-factor authentication wherever you can

Multi-factor authentication (MFA) is a simple process where an individual validates their authentication beyond a username and password when logging into a system or service. It can be as simple as a six-digit code via text message, an authenticator app, or a fingerprint scanner. This

means if a malicious actor compromises the credentials of an individual in the organization, the MFA is an additional step that prevents them getting access.

3. Implement a zero-trust strategy to information

Individuals in your organization should only be given access to information on a business need-to-know basis. Consider employing the "trust but verify" approach everywhere, meaning when someone is carrying out a request, a process exists to follow-up and verify the request. It's important to not assume that any request, even from someone you recognize, is automatically legitimate.

4. Develop a simple process to identify and report a security concern

Cyber security is a complicated subject and implementing complex ways to report a concern or expecting individuals to understand all the emerging threats is unrealistic. Instead, implement a simple set of

rules and a simple process to spot and report a concern, like a shared email inbox.

5. Use a password manager to improve the strength of account security

Passwords are at the core of maintaining a secure organization. Implementing an organization-wide password management tool will ensure every password is unique and complex enough to remain secure. It also makes it easy to give access to shared services and keep track of account information.

Focussing on the benefits of embracing the technology available, you'll be able to better understand where a cyber security attack might come from and how best to protect yourself against threats.

If you're looking to boost your organization's cyber safety and security protocols, contact Dallas MacCorquodale, Partner, Real Estate and Construction, CD, CPA at 250.734.4360 or dallas.maccorquodale@mnp.ca. ■



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WATER DAMAGE: A Leading Cause of Builder's Risk / Course of Construction Claims

OVERVIEW

Water damage at construction sites is a top concern for contractors and insurance companies alike. Whether from external sources (such as rain, ground water, or flash flooding) or internal sources (like water escape or fluid release), water damage significantly impacts construction projects.

For high-rise construction projects, water damage poses significant challenges. Leaks can be elusive, especially when they occur at night or during weekends when sites are unoccupied. Even a small leak can escalate into millions of dollars in damage during a project, impacting both costs and timelines.

As a result, Builder's Risk policies commonly carry a deductible for water damage in excess of \$50,000 and we have seen as high as \$850,000. Understanding the range of water exposures can help construction companies mitigate risk and manage insurance costs and deductibles.

KEY POINTS

It is important to be aware of these key items with water damage insurance claims on constructions projects.

1. Rising Claims

- Water damage claims in construction have risen dramatically, now accounting for about a third of all builder's risk losses.
- The impact extends beyond property damage, often resulting in delayed construction timelines, lost profits, and reputational harm.
- Factors contributing to this rise include:
 - Increased frequency and severity of natural disasters, with flooding losses totaling over \$100 billion worldwide in 2023.
 - Shortage of skilled construction workers, leading to installation errors and insufficient drainage.
 - Supply chain delays, cheaper materials resulting in more defective products, inflation and rising labor costs are making water damage repairs even more costly.

2. Mitigation Strategies

Develop a Water Mitigation Plan:

- Many insurance companies now require general contractors to create water damage risk mitigation plans.
- Contractors with such plans can reduce claim frequency and severity and avoid costly project delays.

Pre-Construction Risk Management:

- Evaluate the project's vulnerabilities to external water infiltration problems before beginning.



Detection and Response Plans:

- Consider installation of Water Detection Sensors. These sensors continuously monitor conditions and relay data to a mobile app. If water is detected where it shouldn't be or if water supply exceeds predetermined parameters, instant alerts are sent to key contacts.
- In the case of an issue, water valves can be automatically or remotely shut off to prevent further damage and minimize losses.
- Perform regular inspections during construction to ensure proper installation of plumbing, roofing, and other water-related systems.
- Train construction workers and security personnel to spot potential water damage.
- Ensure staff knows how to address issues promptly, including location of shut off valves and water mains.
- Design a response plan for water damage events, including communication strategies and readily available response kits.
- Thoroughly test water-related systems before completion. Identify and address any deficiencies.

By implementing these strategies, construction companies and developers can better manage water-related risks, enhance project efficiency and positively impact insurance costs.

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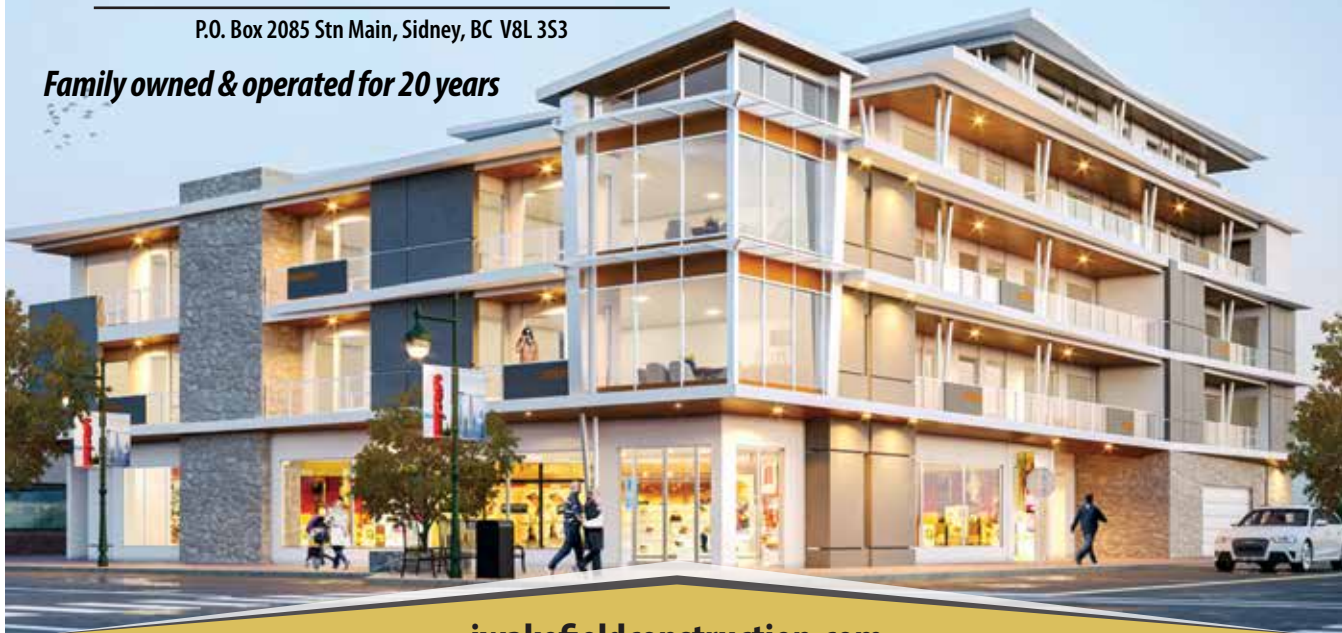
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THE NEW QUW'UTSUN SECONDARY SCHOOL

Bringing education into the future while *honouring the past*

By Deb Draper



Construction of the new Cowichan Secondary School in Duncan, is well underway and on schedule to open for the start of the 2024 school year. The Government of B.C. is providing \$83.8 million towards the new school as part of the province's Seismic Mitigation Program, while another \$2.2 million will come from the Cowichan School District. The builders selected for the design/build project are Urban One Builders and HCMA Architecture in collaboration with the Cowichan Tribes.

The new building replaces the existing 70-year-old school but when complete will be so much more than a modern educational institution sitting on the 5.3-hectare site across the street. In honour of the First

Nation band, upon whose lands the school stands, the name of the new school will be the Quw'utsun Secondary School.

The Design

The high-performance building will have the capacity to accommodate 1,100 students with room for expansion, and it will also incorporate the Cowichan culture and heritage throughout the design and landscaping. Built of structural steel and mass timber, the overall shape of the school represents a traditional village with sloping roof, large timbers, and vertical cladding that resembles gray wood slats.

The Cowichan Valley School District says that the new seismically safe Quw'utsun Secondary School will be a

three-story building with several architectural features that will complement the surroundings and honour the unceded Quw'utsun lands where it is situated. The school will include a Neighbourhood Learning Centre with a high-tech meeting room, a Health and Wellness Centre and a separate Indigenous Language and Cultural Centre sitting beside the entrance in the form of a traditional longhouse. Outside there will be an Indigenous Plaza to provide a space for gatherings and Elders' activities.

Inside the school, learning communities built in the style of zones rather than long hallways of classrooms will each include five large classrooms featuring state-of-the-art technology and modern approaches to learning. The design involves dedicated purpose-built spaces for art and photography, drama and band rooms, an area for robotics, auto, metal, and wood fabrication shops, and gender-neutral washrooms. A gym with seating for 1,000 people will feature viewing screens for presentations and movies. The science area, referred to as the Super Lab, comprises six classrooms built around the exterior of the building.

LEED Gold Certification

AME Consulting Group Ltd. (AME) commissioned the mechanical design, communicating with all trade partners from initial schematic concepts to equipment selections. AES Engineering has been engaged to provide comprehensive electrical engineering services, encompassing lighting solutions and cutting-edge technology design, to facilitate help the establishment of the new school. Tar-

getting LEED Gold certification, the interior uses steel studs with drywall and wood panelling finishes, while glulam beams and wood slat ceilings showcase the warmth of wood. The use of extensive glazing increases natural lighting while keeping the learning areas visible, allowing students to look down into the shop areas below.

“One of the challenges to meet LEED Gold was to reduce the amount of gas going into the building,” says Angela Robinson, P Eng, AME Associate. “The goal of the school is to reduce energy consumption by 32 per cent and greenhouse gas emissions by 69 per cent compared to National Energy Code of Canada (NECB) 2015 standards. We have a four-pipe simultaneous air-source heat pump (ASHP) for heating and cooling and a two-pipe changeover ASHP with high-efficiency gas back-up boilers to boost peak heating and cooling power. In addition, the domestic hot water system is all electric except for one that relies on gas.”

Low-flow fixtures throughout will help with indoor water use, including the “Washrooms for Everybody” program designed with private toilet stalls arranged around a shared sink area in the gender-neutral rooms.

Robinson says, “As part of achieving the indoor environmental air quality component of LEED Gold, the Super Lab—a chemistry/biology lab—will be equipped with two teaching fume hoods, ventilated enclosures that remove hazardous chemical fumes and volatile vapors from the laboratory.” They are also ensuring that all spaces that might have any extra contaminants going into the air, such as janitors’ cleaning fluids, are ventilated so as not to pollute the rest of the indoor air.

“The intended occupancy date is September and everything is pretty much all in for construction,” says Robinson. “We’ll be getting our equipment up onto the roof in April, but all the interior duct work, plumbing, and drainage are very far into the process.”

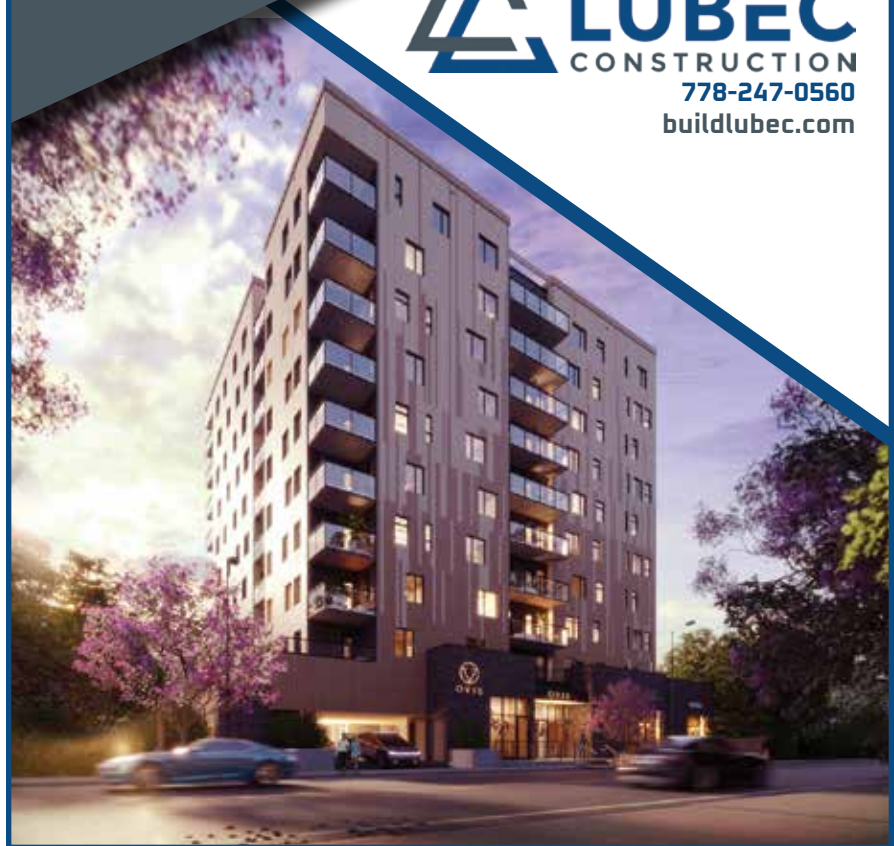


As of December 2023, construction crews had completed the final cement pour and installed the last steel girder. The new Quw’utsun Secondary School is well on its way to meeting the September

2024 target when students, teachers, and the community will have access to an exceptional learning facility that honours the history and culture of the Quw’utsun lands and people. ■

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Worksite Health and Safety responsibilities of owners just got bigger

A review of the Supreme Court of Canada's decision in R. v Greater Sudbury (City) and its impact in British Columbia



Marcela Ouatu



Sonia Sahota



By Sonia Sahota and Marcela Ouatu, Civic Legal LLP.

The recent Supreme Court of Canada (“SCC”) decision in R. v Greater Sudbury (City) has significant implications for the responsibility

of owners of construction projects under the Ontario’s Occupational Health and Safety Act (“OSHA”). The SCC found that a project owner’s delegation of the health

and safety responsibilities to a “constructor” (the equivalent of the “prime contractor” function under the British Columbia’s Workers Compensation Act (“WCA”)) is



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not enough to insulate the project owner from liability for breaches of occupational health and safety requirements. While OSHA and WCA are distinct legislation and arguably operate only within their respective jurisdictions, their purposes are similar and for that reason, this decision may be impactful in its application on occupational health and safety legislation in British Columbia.

Facts

The City of Greater Sudbury (the “City”) contracted with Interpaving Limited (“Interpaving”) for civil works. By agreement, Interpaving was appointed as the “constructor” and the City employed an inspector to monitor quality control and progress. During the work, a pedestrian was fatally struck and killed when an

Interpaving employee reversed through an intersection. Contrary to the OSHA regulations, no fence had been installed between the worksite and the adjacent pathway nor were any traffic controllers assisting at the time. Interpaving was found to be a responsible “employer” under the OSHA for failing to ensure that all prescribed measures and procedures were carried out at the workplace. The Ontario Ministry of Labour (the “Ministry”) also charged and found the City responsible for violations of OSHA as an “employer” for failing to ensure that public safety barriers were installed.

Lower Court Decisions

The City’s role and responsibilities under OSHA were viewed differently by the lower courts. The Ontario Court of Justice

acquitted the City of all charges, concluding that Interpaving had direct control over the workers and the site and, as such, the City did not meet the definition of “employer” under OSHA . The trial judge also found that, even if the City came within the definition of “employer”, it exercised due diligence (meaning it had taken all reasonable steps to prevent the risk) and was dismissed of any charges. The Ontario Superior Court of Justice (“ONSC”) upheld the trial court’s decision that the City was not an “employer” , and did not address the City’s due diligence defence. The Ministry appealed to the Court of Appeal (“ONCA”) which found that the City was liable as an “employer”, and it remitted the City’s assertion of due diligence back to trial. The City successfully sought leave to appeal to the SCC.



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SCC Decision

The SCC upheld the ONCA's decision that the City was an "employer" within the meaning of OSHA and, thus, responsible to discharge employer duties under the legislation and accompanying regulation.

The SCC noted that OSHA is designed to promote worker health and safety and, as such, it imposes "concurrent, overlapping, broad, strict, and non-delegable duties on multiple workplace participants" by adopting a "belts and braces" approach where multiple participants may share the same functions and responsibilities. An "employer" is not limited to a party that has an element of control, and an employer's duties may be imposed on a project owner even if that owner has delegated control to a constructor.

Ultimately, the City was found to be an "employer" under OSHA as it employed both the inspector and Interpaving. Being a strict liability offence, the Ministry only had to establish that the City had committed the offence to be in breach of the statute and that the City was an employer. The City could then establish that it exercised due diligence in order to successfully defend the charge and, at this stage, the element of control may play a role.

Takeaway

It has generally been understood that an owner who will not have control over and knowledge of a multi-employer worksite may delegate its prime contractor obligations to a party that can provide coordination of health and safety matters. The Sudbury decision suggests that neither a lack of control over the worksite nor the delegation of prime contractor responsibilities will insulate an owner from liability as an "employer". Thus, project owners should reconsider not only whether they have properly delegated their prime contractor obligations, but also whether they have exercised sufficient due diligence efforts regarding worksite health and safety. It would seem possible that the result in Sudbury could be obtained under the WCA in British Columbia. ■

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By Chanel Roberts, Manager, Education and Gold Seal Certification Program, Canadian Construction Association



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pany that values and supports the industry's high standards of excellence.

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— Tom Plumb, President & CEO,
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Building on our collective advocacy: *CCA advancing need for foundational infrastructure and workforce capacity*



By Mary Van Buren, CCA President



Representing 18,000+ member firms, the Canadian Construction Association (CCA) is proud of our mission to inspire a progressive, innovative, and sustainable construction industry.

The key to our collective success is working with valued partner associations like the Vancouver Island Construction Association. Together, we are driving impactful change on key issues, benefitting not just our industry, but British Columbians and all Canadians.

Looking back, 2023 marked a pivotal moment for CCA and the Canadian construction industry – a year where we demonstrated our unwavering commitment to building a stronger Canada through partnership, planning, and consultation.

A strong foundation for a stronger Canada

With many Canadians distressed about the housing crisis, high cost of living and economic uncertainty impacting their daily lives, CCA launched an industry call to action urging the federal government to partner with the construction

industry on building a strong foundation for a stronger Canada. Hundreds of letters were sent to local MPs reminding them of the urgency to partner with the Canadian construction industry on a comprehensive infrastructure plan, workforce development, and procurement modernization.

This campaign was bolstered by our annual Hill Day event on November 7, where close to 100 industry experts met with parliamentarians to discuss the construction sector's essential role in creating and maintaining the infrastructure Canadians use daily. This includes the foundational infrastructure at the heart of new homes and communities. Over 70 meetings were held throughout the day, followed by a reception that evening where CCA, our members, and partner association leaders were joined by several parliamentarians, including the Minister of Employment, Workforce Development and Official Languages, Randy Boissonnault, to discuss the industry's critical needs.

Looking to 2024, CCA will be increasing our advocacy efforts to ensure that in-

frastructure is not an afterthought, rather the foundation of a stronger Canada. Collaborating with our partner associations from across Canada will continue to be a cornerstone of how we operate, maximizing our collective expertise, reach, and connections to benefit the industry.

Advancing a Canadian Trade Infrastructure Plan

A core focus of our 2023 advocacy efforts involved the launch of the Canada Trade Infrastructure Plan (CTIP). Working with several industry partners, we are gaining traction in our pursuit of more investment in trade-enabling infrastructure across the country. Canada's declining reputation as a global trade partner was a top concern at a meeting of premiers and territorial leaders last July, where the Council of the Federation unanimously endorsed CTIP's proposals and requested a First Minister's meeting with the federal government to discuss the need for a strategic trade corridor infrastructure program. British Columbia is an essential trade gateway and stands to benefit from this strategy.



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Workforce remains an urgent priority

We have laid a strong foundation with the federal government to rebuild Canada's construction workforce through immigration programs and investing in the promotion of skilled trades. The Department of Immigration, Refugees and Citizenship initiated a new process under the Express Entry program to welcome skilled newcomers with work experience in occupations considered a priority in Canada. Ten occupations in construction, including carpenters, plumbers, welders, and electricians, are now included in the list of nearly 83 jobs.

The urgent need for skilled trade workers received nationwide attention through our partnership in the Canadian Apprenticeship Service (CAS). Within the first six months of the CAS program, millions in funds have been dispersed to

eligible employers and 47 per cent of the apprentices self-identified as being from an equity-deserving group.

Fair procurement

We've moved the needle on improvements to procurement and project delivery by expanding our outreach to public owners and promoting the use of CCDC documents. CCA obtained a commitment from government leaders at its semi-annual Meech Lake meeting to establish a working group on procurement and project delivery methods.

CCA's Best Practices Services is delivering new resources – some of which are being developed through the work of our National Advisory Councils. We recently produced a two-part webinar series to guide our members on the implementation of the Federal Prompt Payment for Construction Work Act. You can also watch one of our past Read your con-

struction contract webinars or enroll in an upcoming CCDC Seminar in April or May to help guide you on the use and application of some of the new or soon-to-be released CCDC documents. We are also making contract management simpler and more transparent with our soon-to-be-launched contract management platform, SignaSur.

Stay in touch!

You can count on CCA to be a collaborative partner to the Vancouver Island Construction Association, providing helpful tools, sharing best practices across the country and being your voice with the federal government.

Stay in the loop by subscribing to CCA's newsletter at bit.ly/ccasubscribe, by following @ConstructionCAN on Twitter, or by looking up the Canadian Construction Association on LinkedIn. ■



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2024 VICA Course Calendar

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March

5-Mar-2024

Bitesize Bluebeam 1: Baseline Basics

Presenter(s): Troy DeGroot

LIVE, Online

5-Mar-2024

Construction Drawings 101

Presenter(s): Phil Perry, B.Sc.

LIVE, Online Training

6-Mar-2024

Bitesize Bluebeam 2: Basic Material Takeoffs & Estimates

Presenter(s): Troy DeGroot

LIVE, Online

7-Mar-2024

Bitesize Bluebeam 3: Advanced Material Takeoffs & Estimates

Presenter(s): Troy DeGroot

LIVE, Online

7-Mar-2024

Project Accounting & Cost Control

Presenter(s): Tim Williams, MBA, B.Econ., CPA, GSC, BGC Partners Inc., Mark Waters, CTech., GSC

LIVE, Online Training

8-Mar-2024

Bitesize Bluebeam 4: Document Management Best Practices

Presenter(s): Troy DeGroot

LIVE, Online

12-Mar-2024

Bitesize Bluebeam 5: Collecting Field Data

Presenter(s): Troy DeGroot

LIVE, Online

12-Mar-2024

Responding Successfully to RFPs

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC

LIVE, Online Training

12-Mar-2024

Bonding & Insurance Basics

Presenter(s):

LIVE, Online Training

13-Mar-2024

Microsoft Project 365 Basics

Presenter(s): Phil Perry, B.Sc.

LIVE, Online

13-Mar-2024

Bitesize Bluebeam for Administrative Professionals

Presenter(s): Troy DeGroot

LIVE, Online

13-Mar-2024

Construction 101

Presenter(s): Debbie Hicks, B.Sc.

LIVE, Online Training

14-Mar-2024

Bitesize Bluebeam for Civil Workflows

Presenter(s): Troy DeGroot

LIVE, Online

14-Mar-2024

Effective Leadership: Tools For Managing Worksite Behaviour | Builders Code

Presenter(s): Diane Jolicoeur

LIVE, Online

20-Mar-2024

Psychological Safety on the Worksite | Builders Code

Presenter(s): Diane Jolicoeur

LIVE, Online

25-Mar-2024

Project Close-Out

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC

LIVE, Online Training

27-Mar-2024

Project Planning for Success

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC

LIVE, Online Training

April

4-Apr-2024

Managing Shop Drawings, Samples and Submittals

Presenter(s): Phil Perry, B.Sc.

LIVE, Online Training

4-Apr-2024

CCA 1 – 2021 Changes

Presenter(s): Terry Brown, PGSC

LIVE, Online

8-Apr-2024

Trade Contracts

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC

LIVE, Online Training

9-Apr-2024

Construction Business Management

Presenter(s): Tim Williams, MBA, B.Econ., CPA, GSC, BGC Partners Inc., Mark Waters, CTech., GSC

LIVE, Online Training

10-Apr-2024

Planning for Forepersons & Crew Supervisors

Presenter(s): Mark Taylor, P.Eng., GSC

LIVE, Online

11-Apr-2024

Business Benefits of Acceptable Worksite Culture | Builders Code | Live, ONLINE

Presenter(s): Diane Jolicoeur

LIVE, Online

12-Apr-2024

Effective Construction Meetings & Meeting Minutes

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC

LIVE, Online Training

18-Apr-2024

Getting Paid & Managing the Cash Flow

Presenter(s): Phil Perry, B.Sc.

LIVE, Online Training

18-Apr-2024

Site Leadership

Presenter(s): Tim Williams, MBA, B.Econ., CPA, GSC, BGC Partners Inc., Mark Waters, CTech., GSC

LIVE, Online Training

23-Apr-2024

Project Management

Presenter(s): Tim Williams, MBA, B.Econ., CPA, GSC, BGC Partners Inc., Mark Waters, CTech., GSC

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23-Apr-2024

Construction Industry Ethics

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25-Apr-2024

CCDC 2 Deep Dive: Read the Full Contract

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25-Apr-2024

**Effective Leadership: Tools For Managing
Worksite Behaviour | Builders Code**

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Supervisory & Management Skills

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30-Apr-2024

Project Close-Out

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May

1-May-2024

**Psychological Safety on the Worksite |
Builders Code**

Presenter(s): Diane Jolicoeur
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2-May-2024

**CCDC2-2020: Significant Changes & What
They Mean for You**

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7-May-2024

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7-May-2024

Construction Law

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7-May-2024

Responding Successfully to RFPs

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LIVE, Online Training

8-May-2024

Lead to Succeed

Presenter(s): Tony Healy, BA, CEC
LIVE, Online Training

13-May-2024

Project Planning for Success

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC
LIVE, Online Training

14-May-2024

**High-Impact Leadership: Apply, Inspire,
Engage (6-Week Program)**

Presenter(s): Tony Healy, BA, CEC
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15-May-2024

**Contractor's Practical Guide to Change
Order Pricing & Management**

Presenter(s): Lee Kelly, M.A.A.T.O., PGSC
LIVE, Online

15-May-2024

**Planning for Forepersons & Crew
Supervisors**

Presenter(s): Mark Taylor, P.Eng., GSC
LIVE, Online

16-May-2024

Construction 101

Presenter(s): Debbie Hicks, B.Sc
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23-May-2024

Site Leadership

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23-May-2024

CCDC 5A/5B Overview

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23-May-2024

Proposal Pursuit: Strategies for Success

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29-May-2024

Project Close-Out

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30-May-2024

Project Accounting & Cost Control

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June

4-Jun-2024

Bitesize Bluebeam 1: Baseline Basics

Presenter(s): Troy DeGroot
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4-Jun-2024

Construction Estimating

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5-Jun-2024

**Bitesize Bluebeam 2: Basic Material
Takeoffs & Estimates**

Presenter(s): Troy DeGroot
LIVE, Online

6-Jun-2024

**Bitesize Bluebeam 3: Advanced Material
Takeoffs & Estimates**

Presenter(s): Troy DeGroot
LIVE, Online

6-Jun-2024

**CCDC 14 & 15: Managing the Uniqueness
of Design Build**

*Presenter(s): Debbie Hicks, B.Sc, Mark
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13-Jun-2024

**CCDC 5A/5B: Construction Management
Keys to Success**

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Boates, AScT., GSC, LEEDAP*
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18-Jun-2024

Project Management

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20-Jun-2024

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26-Jun-2024

Facilitating Important Conversations

Presenter(s): Tony Healy, BA, CEC
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27-Jun-2024

Leading a Multigenerational Workforce

Presenter(s): Tony Healy, BA, CEC
LIVE, Online

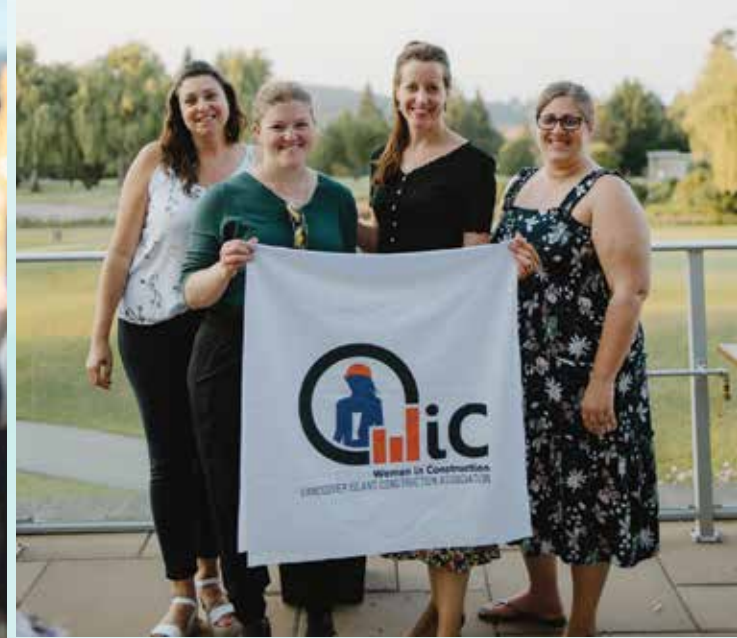
VICA Events

2023 was another fantastic year for VICA Events! In addition to our sold-out golf tournaments and Christmas luncheon, 2023 saw the return of VICA's Vancouver Island Construction Conference, one of Vancouver Island's premiere construction industry events. It was very encouraging to see VICA members from across Vancouver Island and the Lower Mainland gather for this one-day event, attracting many of B.C.'s most influential ICI and multi-residential contractors, public owners, and business leaders.



You can expect more of the same for 2024, with our calendar already full of high-quality networking and business intelligence opportunities for companies both big and small. Additionally, VICA's Women in Construction and Young Builders Networks are routinely hosting fun, accessible events each month in Victoria and Nanaimo.

For the latest upcoming VICA Events, visit our website: www.vicabc.ca



VICA
Events





MEET YOUR 2023-2024 BOARD OF DIRECTORS



STUART CUTHBERT
Slegg Building Materials
Chair

Stuart is the general manager with Slegg Building Materials. He has been working in the construction industry for 17 years, predominantly in supply, sub-contracting, and manufacturing. Over that time Stuart has had the opportunity to work with operations across Canada, the USA, Japan, South America, and the UK.



BARCLAY ELLIS
Trades Labour Corporation
Vice Chair

Barclay has been the president of Trades Labour Corp. Victoria, a blue-collar staffing agency, for over 10 years. He was born and raised on Vancouver Island and is very proud to give back to his community. He has served on the VICA Young Builders Network (YBN) Executive committee in the role of events & communications director.



SCOTT TORRY
AFC Construction
Treasurer

Scott is a project manager with AFC Construction in Courtenay. He has a diverse background managing commercial, industrial, and residential projects from both mechanical and general contracting perspectives and over 30 years of experience in the construction industry on Vancouver Island — which is also his place of birth. Scott also serves on the Civil Contractors Council, and he volunteered on the Comox Valley Airport Commission for seven years.



MORLEY WILKINS
Method Chartered Professional Accounting
Secretary

Morley is a partner at Method Chartered Professional Accounting where he specializes in providing business advisory and construction related services. Prior to joining Method, he worked as the CFO at Campbell Construction Ltd., in the public sector at BC Transit, and articulated at Trenholme & Company Chartered Professional Accountants LLP. He has an MBA from the University of Victoria and a BA in Information Technology from York University. Morley also volunteers as a CPA Mentor and provides future students support and insight that can broaden their mindsets.



KATE ULMER
Herold Engineering Ltd.
Past Chair

Kate is a registered professional engineer and a principal of Herold Engineering in Victoria. She has over 20 years of experience as a structural consultant and works on a wide variety of local institutional, commercial, industrial, and residential projects including new builds and seismic retrofitting. Kate volunteers with the Women in Construction executive committee, the City of Victoria Civic Heritage Trust Conservation committee, and the Engineers and Geoscientists B.C.



JAMES CLAPP
*Wilson M. Beck Insurance
(Victoria) Services Inc.*
Director

James, a managing director at Wilson M. Beck Insurance, is a construction surety insurance broker with 24 years of experience and over 300 clients across North America. He spends the bulk of his time reviewing tender and contract specifications, alerting his clients to any onerous conditions, and ensuring they understand and comply with insurance and bonding requirements. As a former surety underwriter, James also brings a strong background in construction accounting.



PAUL GRAY
Newcrest Construction Inc.
Director

Paul is an Applied Science Technologist and member of ASTTBC as well as a Gold Seal Certified Estimator. His experience working alongside several previous Board members has given him an enormous appreciation for the long-term impact that our industry has on the surrounding community. Paul has a natural desire for organization, process, and procedures. As a VICA director, he plans to focus on issues in the industry to support and encourage fair, open, and transparent procurement practices both for GCs and subcontractors by owners and consultants.



BYRON TARBY
Makon Project Ltd.
Director

Since moving to Nanaimo in 1997 from South Africa, Byron immediately found comfort within the welcoming community of his beautiful town, particularly amongst the construction industry. As a carpenter by trade, complimented with a bachelor's degree in management and a PMP Designation, Byron obtained both practical and managerial knowledge to be an effective board member. With over 14 years of project management experience in diverse industries, he aims to leverage his knowledge to develop strategic and creative solutions.

MEET YOUR BOARD



CHRIS WILLIAMS
Houle Electric
Director

Chris is the Victoria branch manager at Houle Electric and has risen through the ranks there for over 20 years. Chris was born and raised in Victoria and has been actively involved in the enormous growth and change in the construction industry on the Island as a construction electrician, estimator, and project manager with Houle. He has shown his support for VICA as an active leader of Houle's dedicated support to VICA, as well as his energetic participation in the VICA Young Builders Network.



ALLISON GREAVES
Durwest Construction Management
Director

Allison is the human resources manager and a principal with Durwest Construction Management. She is experienced in strategic planning and executive management. She has over eight years of experience in the industry and is an advocate for human resources and women representation in the industry. She is the founder and co-facilitator of 'BuildingWell', a CPHR BC & Yukon Community of Practice for the construction industry, offering peer support to over 100 businesses including many VICA members. She is a proud supporter of the Construct Your Future Program and provides sponsorship to several apprentices and newcomers to the industry. She is an active community member, holds a diploma in Human Resource Management, is a CPHR Candidate, and is honoured to be a director with VICA.



JAC-LYN MICKELSON
MGM Mechanical
Director

Jac-Lyn Mickelson is the vice-president of MGM Mechanical. She serves as the human resources manager, safety officer, and security officer; she also has a gift of bringing people together and supporting staff in many ways. Previously, she was a teacher with the Victoria School District for 10 years. Her experience as a teacher and a business owner has given her opportunities to utilize a variety of skill sets which she is excited to bring to the VICA Board. She brings her creativity, enthusiasm, and tremendous appreciation for the Vancouver Island construction community.



JOSH FAYERMAN
Milestone Equipment Contracting
Director

Josh, president and founder of Milestone Equipment Contracting, was raised in Nanaimo and is proud to call the Harbour City home. Josh started in the construction industry swinging a shovel at a very young age. From a family with three generations of general contractors, Josh gained knowledge of the construction industry and committed himself to the best possible construction practice and to ensuring the local construction industry is positively progressing, engaging future generations, and leveraging technology.



MARK DONAHUE
EllisDon
Director

Mark is an operations manager at EllisDon, and with over 20 years of experience in the construction industry he brings a broad viewpoint of the market and expertise in various aspects of the industry. As a long-term resident of Victoria who has worked extensively in major projects, he offers a fresh perspective on some of the shifts taking place in the marketplace that will impact VICA members. By working closely with the VICA Board and the local industry, he hopes to support the Association and their members as an active contributor to the growing construction community on Vancouver Island.



MARK WONG
Kinetic Construction
Director

Mark joined Kinetic in 2003 and brings over 30 years' experience as an estimator and project manager to the team. After obtaining his Bachelor of Science from the University of Victoria in 1991, Mark worked on a vast array of project types that provided him with an excellent comprehension of building drawings. He is adept at writing detailed plans for every construction phase in the building process, ensuring each process is thoroughly documented with the correct standards and specifications.

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RORY KULMALA, Chief Executive Officer

AMIE KILGOUR, Director of Operations

DAWN CHARITY, Manager, Member Services (Nanaimo)

SARAH BARTFAI, Manager, Events & Administration

OWEN O'ROURKE, Manager, Marketing & Communications

JESSICA BONNEY, Manager, Training & Education

GINA BUTTS, Administrative & Education Assistant

KYLIE HOFFMAN, Services Assistant

RUTH LEBBETTER, Accounting Specialist

CHENELLE FALCONER, Manager, Training & Education (On leave)

CONSTRUCT YOUR FUTURE

www.vicabc.ca/cyf

The Vancouver Island Construction Association's Construct Your Future provides an opportunity for 17 to 29 year olds to learn about the many career paths in construction, as well as the roles, responsibilities, and safety requirements.

BIANCA BROWN, CYF, Program Coordinator

ALISON BOTT, CYF, Program Coordinator

TAILGATE TOOLKIT TEAM

www.thetailgatetoolkit.ca

The Tailgate Toolkit Project is an innovative program aimed at increasing access to harm reduction services and ideas for those working in the construction industry.

GREG HEMMINGER, Tailgate Toolkit Coordinator, Vancouver/Lower Mainland

MIKA DUMONT, Tailgate Toolkit Coordinator, Southern Interior

ROSE OLSEN, Tailgate Toolkit Coordinator, Vancouver/Lower Mainland

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Index to *advertisers*

Aaron Yager Construction.....	68	Jerry Wakefield Construction Inc.....	57
Advantage Steel Fabricating & Welding.....	97	Knappett Industries (2007) Ltd.....	20
Advicas Group Consultants Ltd.....	22	Kodiak Cabinetry Inc.....	69
AFC Construction.....	82	Langley Concrete Group.....	21
Alliance Engineering Works (1985) Ltd.....	45	Local One Construction.....	27
Allterra Construction Ltd.....	83	Lubec Construction Ltd.....	59
Associated Sheet Metal Products Ltd.....	83	Lumberworld Operations Ltd.....	11
BC 1 Call.....	42	Macon Fabriation.....	87
Blue Anvil Labour Leasing Services.....	84	Maple Reinders Construction Ltd.....	47
Butler Concrete & Aggregate Ltd.....	44	Mazzei Electric.....	67
Butler Wilson Quality Construction Ltd.....	61	Megson Fitzpatrick Insurance Services.....	IFC
Campbell Construction Ltd.....	3	Michell Excavating Limited.....	54
Capital City Paving Ltd.....	67	MKM Projects Ltd.....	91
Civic Legal LLP.....	60	MNP LLP.....	51
Cobrafer Construction Ltd.....	31	Modern Cladding Finishes Ltd.....	92
Connect Hearing.....	46	Mr. Crane Services Ltd.....	67
Convoy Supply.....	4	Muchalat Projects Ltd.....	91
Copcan Civil LP.....	29	Namdor Reinforcing Steel.....	55
Cornerstone Tile (2009) Ltd.....	63	Nanaimo Airport Commission.....	16
Current Millwork Ltd.....	85	NIIK Steel.....	62
Curtis Masonry Ltd.....	17	Northbridge Insurance.....	17
Dave McDonald Electric Ltd.....	38	Nucor Rebar Fabrication.....	13
DenMar Electric Ltd.....	43	Number TEN Architectural Group.....	67
Depend-a-Dor.....	15	Omicron.....	6
Don Mann Excavating Ltd.....	84	Phoenix Glass Inc.....	52
Driving Force Vehicle Rentals.....	41	RBC Wealth Management/Dominion Securities Inc.....	65
E.H. Price Victoria.....	85	Rob Tournour Masonry Ltd.....	49
Edgett Excavating Ltd.....	86	Rocky Point Engineering Ltd.....	50
EllisDon Corporation.....	5	Rolling Tides Construction Inc.....	61
Empress Painting Ltd.....	87	Roofing Contractors Association of BC.....	55
ERB Technical Contracting Ltd.....	30	Site Wiz Technical Services.....	15
Farmer Construction Ltd.....	OBC	Slegg Building Materials.....	53
Fineline Road Marking.....	87	Surespan Structures Ltd.....	61
Fortis BC.....	23	Talon Signs Ltd.....	39
Gordon 'N' Gordon Interiors Ltd.....	88	The Net Effect Contractor Advisors Inc.....	9
Great White Cladding & Decking Ltd.....	55	Thurber Engineering Ltd.....	24
H&R Exteriors Ltd.....	35	Universal Sheet Metal Ltd.....	95
H.H.S. Drilling & Blasting Ltd.....	36	Vancouver Island University – Heavy Equipment Operator Program...	91
H2X Contracting Ltd.....	89	Victoria Drains.....	IBC
Hazelwood Construction Services Inc.....	81	Viking Reinforcing Ltd.....	93
HearingLife Canada Ltd.....	43	Waypoint Insurance.....	17
Heatherbrae Builders Co. Ltd.....	63	West Coast Waterproofing.....	93
Herold Engineering Limited.....	14	West Isle Industries Ltd.....	93
Houle Electric Ltd.....	28	Westcom Business Solutions.....	19
IBEW Local 230.....	63	Western 1 Drywall.....	37
Imperial Welding Ltd.....	52	Western Grater.....	39
Independent Concrete Ltd.....	25	Western Medical Canada Inc.....	94
Inland Truck & Equipment.....	37	Westwood Metals Ltd.....	95
Island Asphalt.....	49	What A Steel Erector Company Ltd.....	30
Island Metal Craft.....	57	White Cap Supply Canada Inc.....	96
Island Overhead Door (1979) Ltd.....	38	Wilson M. Beck Insurance Services.....	7
J. Lee Diamond Drilling Ltd.....	25	WSP Canada Inc.....	69
Jenkins Marzban Logan.....	48		

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