

VICA Vancouver Island
Construction Association

BUILD 2026



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Seismic Upgrade
Project**

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PROJECT PROFILES

Ocean Crest Community Church

Exterior Building Envelope Upgrades (Phase 2)

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Rimkus was retained to complete a full scope Building Envelope Rehabilitation project at Ocean Crest Community Church in Campbell River, BC. This included design development, construction documentation, tendering assistance, contract administration, and conducting quality assurance field reviews. This work was requested by The Salvation Army of Canada which is a not-for-profit charity organization offering support to Canada's most vulnerable populations. The work was to renovate and give an overall refresh to the existing church which included a new roof, siding replacement, HVAC and electrical systems and façade improvements. Several additional tasks were added during the duration of the project and Rimkus gladly rose to the occasion to best serve our client.



Washington Apartments

Building Envelope Rehabilitation

1027, 1029 & 1033 Ryan Road, Courtenay

Rimkus was retained to complete a full scope Building Envelope Rehabilitation project at Washington Apartments in Courtenay, BC. This included a preliminary field evaluation, design development, construction documentation, tendering assistance, contract administration, conducting quality assurance field reviews and post construction assistance. This work was requested by BC Housing which is a government of BC corporation committed to

providing safe and affordable housing for British Columbia residents. The work was to renovate and give an overall refresh to the existing apartment complex which included a new roof, siding, fencing, HVAC and electrical systems and façade improvements. Several additional tasks were added during the duration of the project and Rimkus gladly rose to the occasion to best serve our client.



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Starting as a modest operation with just two helpers and themselves, Horizon Drywall laid its foundation on small-scale projects. Through hard work and a commitment to excellence, the company steadily expanded its operations across the Lower Mainland and Greater Vancouver areas. Their vision and dedication paid off, and in 2022, Horizon Drywall ventured into Vancouver Island, receiving an overwhelmingly positive response.

In just two years, Horizon Drywall expanded its operations across the island, from Victoria to Campbell River, Tofino, Nanaimo, and Port Alberni all over the Vancouver Island. Today, the company is proud to manage over 1,500 residential units and residential towers in progress and boasts a thriving workforce of over 185 skilled employees. This remarkable growth is attributed to their core strategy of using their in-house hourly workforce, ensuring consistent quality and commitment on every project.

A proactive and collaborative approach

Horizon Drywall's management team is not only focused on delivering exceptional results but also provides value engineering solutions to general contractors (GCs), enabling them to optimize costs without compromising on quality. Their collaborative approach with other trades ensures streamlined project schedules, helping GCs save valuable time on the Master Schedule.

Building relationship not just structures:

At the heart of Horizon Drywall's philosophy is the desire to build long-lasting relationships with clients. The company's proactive, high-quality approach has earned them the trust of industry leaders, solidifying their reputation as a partner committed to excellence.

What started as a small team of four to five has grown into a powerhouse of skilled professionals, including project managers, estimators, and office staff, dedicated to delivering top-tier results. Horizon Drywall Ltd. continues to set the benchmark for quality and reliability in the drywall industry, proving that with hard work and vision, success knows no bounds.

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strategy is
becoming a
competitive
advantage on
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count on.



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Making waves in Victoria

The \$150-million TELUS Ocean project is scheduled to officially open at the end of 2026 and is already a striking presence in downtown Victoria.



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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 500-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 Construct Your Future, Tailgate Toolkit Program, 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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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. Through each 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

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 online and 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.

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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Message from VICA CEO **RORY KULMALA**



As we enter 2026, the construction industry on Vancouver Island and the Sunshine Coast continues to navigate a complex blend of economic, social, and geopolitical pressures. Despite these challenges, our sector

remains resilient and deeply committed to building the housing and infrastructure our communities urgently need.

The year ahead will test us in familiar and emerging ways, particularly as we address prompt payment delays, escalating

housing demands, global instability affecting materials and supply chains, and the ongoing toxic drug crisis that continues to affect our workforce.

Prompt payment remains one of the most pressing and frustrating issues facing



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contractors in British Columbia. While other provinces across Canada have implemented legislation to protect cash flow and ensure fair, timely compensation, B.C. continues to lag behind.


This lack of action burdens small- and mid-sized contractors — the very companies that form the backbone of Vancouver Island’s construction economy. Delayed payments strain financial stability, limit the capacity to take on new work, and create unnecessary risks for businesses already operating in a volatile environment. The British Columbia Construction Association (BCCA) will continue to press government for decisive action in 2026, because prompt payment is not a luxury; it is a fundamental requirement for a healthy construction sector.

At the same time, the housing crisis continues to deepen as demand outpaces our ability to deliver. Vancouver Island’s population growth, driven by migration, demographic shifts, and ongoing institutional expansion, has kept pressure on the housing market even as rising borrowing costs and elevated construction expenses slowed project starts in recent years.


While all levels of government are introducing new measures to stimulate supply, the practical barriers remain familiar: persistent labour shortages, high servicing and development costs, and municipal approval processes that can still stretch into years.

Our industry is ready to build, but we need policy that is aligned with project feasibility and grounded in the realities of today’s construction environment. Streamlined permitting, predictable procurement models, and incentives that truly reflect costs are essential if we are to meet the Island’s housing needs.

“ Our industry is ready to build, but we need policy that is aligned with project feasibility and grounded in the realities of today’s construction environment. ”




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Global conditions add an additional layer of uncertainty. Geopolitical tensions, shifting diplomatic relationships, and sudden tariff adjustments continue to destabilize material markets. For Vancouver Island contractors, this means unpredictable pricing for essential goods like steel, concrete, and specialized components. Supply chain disruptions – many caused by conflict – make long-term planning increasingly difficult. Contractors are being asked to shoulder unprecedented levels of

risk in fixed price environments that no longer reflect global realities.

For public procurement especially, more flexible contract models and fair escalation mechanisms are needed to ensure that projects remain viable and that risks are shared reasonably between owners and builders. VICA and our partners at the BCCA and CCA, will continue to advocate for procurement practices that acknowledge these complexities.

Perhaps the most human and urgent

challenge we continue to face is the toxic drug crisis, which has deeply affected the construction workforce across British Columbia. Our sector has been disproportionately impacted, and the need for compassionate, practical support has never been more evident.

VICA's Tailgate Toolkit Project (TGTP) has emerged as a vital lifeline for many employers and workers, offering industry-tailored training, harm reduction resources, mental health education, and clear pathways to support. As the crisis evolves, so too must our response. In 2026, we are looking to expand and strengthen the TGTP so employers have the tools they need to maintain safe, supportive, and stigma free workplaces. The crisis is complex, but our approach remains grounded in evidence, empathy, and the realities of job site safety.

Even amid these challenges, I remain optimistic. Our industry has shown time and again that it can adapt to disruption, innovate under pressure, and continue building the communities that make Vancouver Island such a desirable place to live and work.

What we need now is alignment—between government and industry, between policy and practice, and between economic goals and on the ground realities. VICA will continue to advocate strongly for our members, support workforce development, and foster the partnerships needed to strengthen our sector.

Despite the uncertainty of the global and local landscape, our industry continues to demonstrate resilience and determination. By working together, staying proactive, and pushing for thoughtful, practical solutions, we can ensure that 2026 is a year of progress, stability, and meaningful impact for Vancouver Island's construction community.

We will continue to build not only structures, but strong, vibrant communities that will serve generations to come. ■



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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.



YOUNG BUILDERS NETWORK

VANCOUVER ISLAND CONSTRUCTION ASSOCIATION

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

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 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) 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.

Learn more and view upcoming events at
www.vicabc.ca/about-us/women-in-construction

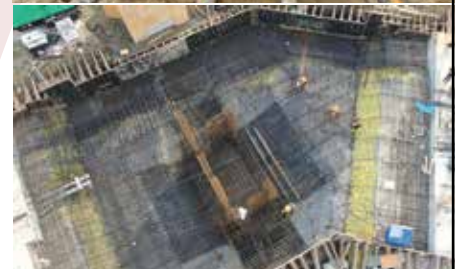
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BC CONSTRUCTION ASSOCIATION UPDATE



British Columbia Construction Association

By Chris Atchison, President, BCCA



Chris Atchison.

Milestones and momentum for B.C.'s construction industry

From ongoing economic and trade uncertainty to major legislative progress on payment certainty, there's a lot happening for British Columbia's construction industry. We want to make sure our partners at Vancouver Island Construction Association (VICA) are up to speed on where things stand and what we are focused on as we move through 2026:

The passage of the Construction Prompt Payment Act (CPPA) last fall was a genuine milestone — one that took decades of sustained, collective advocacy to achieve.

On November 27, 2025, the bill received Royal Assent and became law. That is a win worth acknowledging and celebrating, and it belongs to every contractor, skilled trade, and regional association that raised their voice over the years. Support from VICA and its members throughout this campaign made a real difference.

But as BCCA President Chris Atchison said clearly: this is the starting line, not the finish line. For the CPPA to function as intended, the provincial government must prioritize drafting regulations that are practical, unambiguous, and developed in

close consultation with industry.

Through our advocacy efforts, BCCA is committed to ensuring these regulations reflect the realities of our industry, and we will continue to update you as that process moves forward. The investment of time and trust that industry has made in this legislation deserves nothing less than an effective and expedient follow-through from government. Start preparing now by visiting BCCA's website, where our dedicated CPPA section provides up-to-date resources and education: www.bccasn.com/industry-priorities/prompt=payment/.

Speaking of fiscal updates, the provincial government's recently released Budget 2026 announcement brought both encouraging signals and real concerns.

On the positive side, the province's commitment to capital spending on infrastructure is meaningful. Building schools, hospitals, and transportation networks requires a construction sector that can plan, staff up, and deliver — and sustained capital investment gives our industry the visibility and certainty it needs to do exactly that. The establishment of the Strategic Investments Special Account is also a step worth noting. Done right, this kind of structural framework can provide the longer-term predictability that contractors across B.C. rely on to make workforce and



capacity decisions with confidence.

However, we are also monitoring the deferrals of significant capital projects, such as the long-term care project in Campbell River. When major projects sit in limbo, contractors cannot commit resources, subtrades cannot schedule crews, and skilled workers take their talents elsewhere. The project pipeline doesn't simply pause — it drains. Uncertainty at this scale has real consequences for industry capacity and workforce retention across B.C., including here on Vancouver Island.

At the same time, we cannot ignore the intention of expanding PST to architectural, engineering, and related professional services. Professional services typically represent 8 to 15 per cent of total project value. Applying PST to those fees adds an estimated 1 to 2 per cent to overall project budgets — which on a \$100M to \$1B project translates to between \$1 million and \$10 million in additional, unnecessary costs. At a moment when the province is trying to stretch infrastructure dollars as far as possible, adding cost friction at the front end of project delivery works directly against that goal.

These concerns will be top of mind when we head to Victoria this month for our annual Day at the Legislature, alongside our valued regional partners. We strive to ground our advocacy in the real experiences of the people building this province every day, we are grateful for our collaboration with VICA and the opportunity to bring the collective strength of Vancouver Island's construction community into all dialogue we have with the provincial government from across the province.

Alongside our advocacy work, BCCA continues to invest in education and connection for B.C.'s construction community. Our Owner's Only webinar series remains a valuable resource for public sector owners navigating procurement, often attracting over 300 attendees per session, and our Members Only webinar series keeps contractors connected to the latest

on the issues that matter most. We are also pleased to have recently launched a Women's Only webinar series — a dedicated space for women in construction to learn, connect, and engage with topics relevant to their experience in the industry. We are proud of this addition and encourage you to share it with your networks.

Finally, from everyone at the British Columbia Construction Association, we

want to wish you all a happy Construction and Skilled Trades Month! This is an excellent opportunity to celebrate industry, and the efforts of the hardworking men and women that make the construction community so vibrant, impactful, and innovative. Thank you for your leadership, perseverance, and resilience. There is so much meaningful work ahead, and we are grateful to be doing it together. ■

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Rock placement work around the Old Intake Dam within the John Hart Reservoir.
PHOTOS COURTESY OF BC HYDRO.

John Hart Dam *seismic upgrade well into construction phase*

Just upstream from the city of Campbell River, a 77-year-old piece of hydroelectric infrastructure is being rebuilt for the next century.

The John Hart Dam, which holds the Campbell River in the John Hart Reser-

voir and feeds the John Hart Generating Station, has stood since 1947. It is one of six hydroelectric generating facilities on Vancouver Island and has a dependable capacity of 134 megawatts.

But, evolving seismic science and

B.C.'s proximity to the Cascadia Subduction Zone made it clear the structure required significant reinforcement to meet modern dam safety guidelines. Today, BC Hydro's multi-year seismic upgrade project is well into construction, with completion targeted for 2030.

According to the latest construction report, released in February 2026, work remains active across multiple fronts, including earthworks, seepage barrier systems and structural preparations for upcoming spillway gate replacements.

Engineered for a maximum seismic event

The project's mandate is to ensure the dam can safely withstand a 1-in-10,000-year seismic event. That means address-



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Concrete work on the downstream overflow spillway facility.

ing both static stability and post-earthquake operability.

The upgrade focuses on strengthening the earthfill dam embankments, improving seepage control, and reinforcing concrete structures. Crews are constructing downstream and upstream berms to support the existing dam, installing a deep seepage cutoff wall through the embankment and foundation, and upgrading drainage systems to control internal water pressures during and after a seismic event.

The cutoff wall completion, constructed using plastic concrete, was an important milestone. Designed to reduce the

risk of internal erosion following strong ground motion, it forms a continuous barrier through the main earthfill section of the dam.

Civil works progressing

Civil construction is being delivered by the Aecon–EBC General Partnership under contract to BC Hydro, bringing together national heavy civil expertise with large-scale dam and geotechnical experience.

Construction formally ramped up in summer 2023 following regulatory approvals and procurement, and the site

had transitioned from early works and access preparation into full civil construction.

To date there have been major earthworks advancements, including berm placement, foundation preparation and structural concrete works. The most recent reports indicate continued embankment development and work on an overflow spillway. The civil work is planned to be complete by spring 2027.

A request for proposal was issued at the end of December for the replacement of the dam's three spillway gates and associated hoist systems.

Modernized gates and hoisting systems are essential to ensuring the dam remains fully operable following a major seismic event, allowing operators to manage reservoir levels and downstream flows safely. Work on the spillway gates is planned to begin in summer 2027.

Working through Hydro operations

Unlike typical seismic construction, the John Hart Dam upgrade is unfolding while the broader hydroelectric system remains operational. That reality adds



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Work on the downstream concrete works at the base of the new overflow spillway.

layers of logistical coordination, safety oversight, and environmental management.

Construction sequencing must ac-

count for reservoir levels, fish habitat considerations and downstream flow requirements. According to project updates, work is being carefully staged to

minimize risk to river ecosystems while maintaining generating capacity at the powerhouse.

The contractor team has maintained



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Concrete work on the overflow spillway.

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View of the dam and the new berms from the spillway gates.



View of the downstream berm work.

continuous reporting on workforce levels and safety performance, with regular public construction bulletins issued through the majorprojects.ca web site, done in coordination with the Campbell River & District Chamber of Commerce.

On course for 2030

With major civil works nearing completion and hydromechanical installations planned to begin in 2027, the overall project timeline stretches to 2030.

That timeline reflects the complexity of retrofitting a mid-20th-century dam to 21st-century seismic guidelines. It also

highlights a broader trend across North America: aging hydro infrastructure is increasingly being reassessed through the lens of modern geotechnical modelling and probabilistic seismic hazard analysis.

For the Campbell River region, the stakes are clear. The dam sits upstream of the city and other populated areas along with critical habitat. So, strengthening it is both a matter of regulatory compliance and, more importantly, public safety.

By the end of the decade, the John Hart Dam will look a little wider, but beneath its surface, reinforced embankments, upgraded control systems and engineered

seepage barriers will stand as one of British Columbia's most significant dam safety investments in a generation.

"The project is tracking well and is on schedule," says Radmila Krzman, the project manager for the John Hart Dam Seismic Upgrade Project. "We're pleased with the project civil work and the various milestones, and importantly, we're nearing a million hours of work without a lost time accident, have had no significant environmental issues, and there's been good procurement opportunities for First Nations." ■



As part of BC Hydro's broader Campbell River dam safety program totalling \$1.88 billion, two more major projects are receiving upgrades to enhance seismic resilience and water management:

The Ladore Spillway Seismic Upgrade Project is reinforcing Ladore Dam to withstand major earthquakes and ensure long-term reliability. Started in early 2025, it involves replacing all three spillway gates, upgrading hoist systems, modernizing control, protection, and power equipment, and anchoring key structures to bedrock.

The Strathcona Dam Water Discharge Upgrade Project will enhance safety and water management by adding a new low-level outlet, modernizing discharge systems, and creating a deep channel with gates in bedrock for controlled water release. Existing spillway gates and hoists will be replaced with a concrete overflow spillway. Construction started in late 2025 and will continue through 2029. ■



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PRESERVING THE PAST, BUILDING THE FUTURE: *Inside the Royal B.C. Museum's new PARC Campus*

By Melanie Franner

RENDERINGS COURTESY OF MGA | MICHAEL GREEN ARCHITECTURE AND PHOTOS COURTESY OF MAPLE REINDERS CONSTRUCTION LTD.



A major new facility dedicated to safeguarding British Columbia's history is nearing completion in Colwood. The Royal B.C. Museum's PARC Campus (short for Provincial Archives, Research and Collections) is a \$270-million investment designed to protect the province's vast archives and artifacts while expanding opportunities for research, learning, and collaboration.

Completion of the project will mark a significant milestone for the museum as it works to ensure the province's cultural and historical record remains accessible for generations to come.

"The Royal B.C. Museum safeguards the provincial collections and archives on behalf of all British Columbians. The creation of PARC Campus ensures our heritage is preserved for future generations, while also providing much needed space for the provincial collections and B.C. archives to grow in years to come," says Kim Anderson, Vice President, Knowledge Transfer, Transportation Investment Corporation. "This state-of-the-art, purpose-built facility provides dedicated research labs, learning spaces, and improved access to the collections, allowing staff and researchers to continue building and growing our shared knowledge of British Columbia."



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A long look back

Planning for the new PARC Campus began in 2019. Today, construction of the building is nearing completion. The facility's exterior and interior finishes are being finalized before next steps, which include the installation of laboratory equipment and, eventually, the intensive system start-up, testing, and commissioning phase (which will include integrated testing of controls and buildings systems).

The 163,611-square-foot facility uses modern, high-performance construction methods, most notably mass timber construction that supports both schedule efficiency (prefabrication and rapid installation) and sustainability goals to minimize the project's embodied carbon.

Once operational later this year, the facility is expected to include certifications and performance requirements to meet LEED Gold, CleanBC energy efficiency, and Rick Hansen Foundation Accessibility Certification Gold.

"For us, this is a high-profile, multi-year project that showcases our Design-Build capacity in B.C. and our experience delivering technically demanding public facilities," says Alan Goodhoofd, Design Manager, Maple Reinders Constructors Ltd. "The PARC Campus is a particularly strong fit for us, given its demanding technical requirements and pursuit of multiple certifications."

Forward-thinking technology

At the heart of the new PARC Campus is the need to protect and preserve B.C.'s irreplaceable archives and collections.

"The PARC Campus calls for tight requirements for temperature, humidity, air quality, security, and resilience," says Goodhoofd. "It also involves large-scale, purpose-built, high-density mobile storage systems."

Other necessities that Goodhoofd states are necessary for the project include robust commissioning and test-

ing requirements, as well as detailed coordination between structure, envelope and building systems to ensure long-term performance.

“For a facility like this, commissioning and turnover documentation/training are critical because performance requirements must be demonstrated prior to occupancy,” adds Goodhoofd.

Another significant feature of the new PARC Campus is how the building pays homage to the environment.

“It’s a beautiful, fully mass-timber structure, complete with rammed earth structural walls that blend sustainability initiatives with an earth-toned aesthetic,” says Goodhoofd. “The project also includes indoor and outdoor learning spaces, a wetland pond, public art and an Indigenous gathering circle.”

Both the local Esquimalt and Songhees First Nations have been engaged throughout the duration of the project. And a large mural that has been commissioned from local Indigenous artists will be embed directly into a perforated architectural screen that Maple Reinders has recently installed.

“The province’s holistic approach to this facility can be seen in its partnership with Indigenous Nations,” says Anderson. “The site will also see the creation of a wetland to support wildlife native to the area. Our entire approach has reflected a commitment to thoughtful and innovative construction.”

A collaborative build

Building a facility of this nature draws on the expertise of many different groups. In addition to the City of Colwood and the Indigenous Nations, Maple Reinders has also worked closely with a range of companies, including Michael Green Architecture, Equilibrium Consulting (structural), WSP, Hapa Collaborative and other specialist consultants.

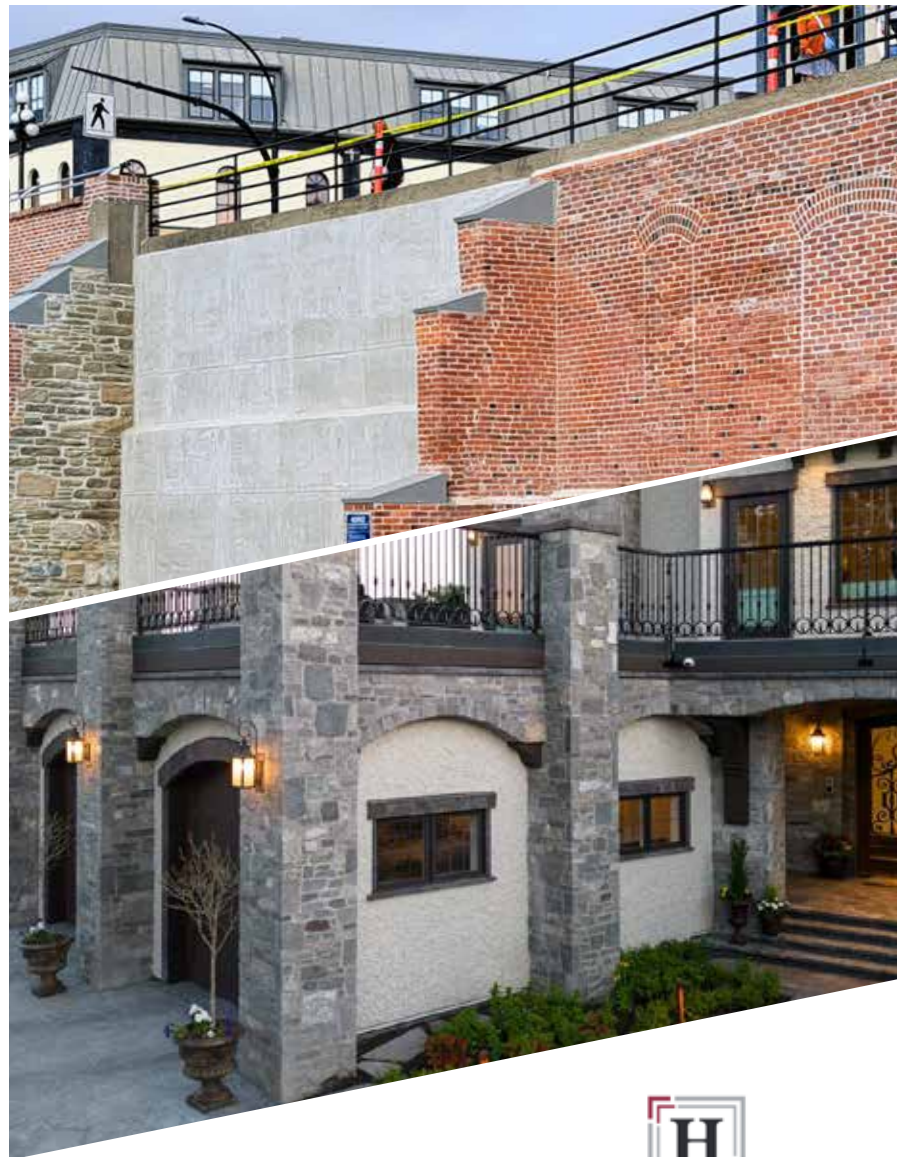
“From our perspective, our focus has been on delivering the state-of-the-art

facility safely and with the quality and performance required, and on working collaboratively with RBCM, design partners, trades, suppliers, and the local community,” says Goodhoofd, who adds that the vast and significant museum storage component of the project has attracted international attention.

The City of Colwood’s CBD (Central Business District) estimates that the new PARC Campus will have created approxi-

mately 1,000 direct and indirect jobs during its construction.

“Similar to other infrastructure projects across the province, this project has been challenged by a very busy construction market,” says Anderson. “That said, our partners at Maple Reinders and the province’s team have collaborated to navigate both project and industry challenges together, successfully keeping the project on budget.” ■



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Workforce strategy is becoming a competitive advantage on Vancouver Island



Shawnee Love

Dallas MacCorquodale



Ask construction leaders on Vancouver Island about their biggest workforce challenge, and the answer isn't simple.

"I think it's hard to pinpoint the most pressing need," says Dallas MacCorquodale, Partner, Real Estate and Construction, MNP. Home builders may be adjusting staffing levels to slower activity, while larger general contractors delivering institutional work still require strong teams to manage complex projects. The needs look different depending on what you build and where you build it.

The workforce itself is also increasingly mobile. Crews based in Nanaimo may spend weeks in Victoria before moving

to Comox, making consistent leadership and workforce planning more difficult.

Construction today, Dallas says, faces overlapping workforce challenges. "There's a lot of very complex HR needs in construction."

That reality is echoed by Shawnee Love, Director of Consulting, Human Resources, MNP, who recognizes similar pressures emerging through workforce trends and changing employee expectations.

"We're seeing more retention conversations happening earlier because of how the landscape is evolving," she says.

Both sharing the same perspective: workforce strategy is moving to the centre of business decisions.

From Shawnee's viewpoint, more experienced workers are leaving the labour force than entering it, shrinking the talent pool and putting pressure on companies to keep the people they already have.

"If you have constant turnover, it's really hard to get a well-oiled machine running," Dallas says.

Retention starts with practical solutions

Retention is becoming one of the clearest performance advantages in construction. Stable teams communicate better, coordinate more effectively between trades, and maintain stronger safety habits.

An advertisement for Knappett Projects Inc. The background is an aerial photograph of a large construction site with multiple cranes and buildings under construction. In the top left corner, there is a text box with the following text: "Come work with us to build Vancouver Island's most interesting projects. We have opportunities for Civil Engineers experienced in Construction Management and Engineers in Training." In the bottom left corner, there is a QR code with the website "knappett.com" written below it. In the top right corner, the company name "KNAPPETT PROJECTS INC." is displayed in a large, bold, black font with white letters.



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“A lot of companies are realizing they need more structure earlier than they used to,” Shawnee says. Employees increasingly expect transparency with onboarding, communication, and leadership support from day one.

For smaller firms, that doesn't always mean building a full HR department. Fractional HR support is becoming a practical solution for businesses that need guidance without adding permanent overhead.

“Fractional support gives companies access to HR expertise when they need it, without having to build a full internal team right away,” Shawnee explains.

That support can help formalize hiring, strengthen onboarding, and introduce performance conversations that reduce turnover before it happens. For owners, small adjustments often make the biggest difference, clear role expectations, consistent communication, and early career conversations.

Creative compensation is changing the conversation

Compensation is another area where construction firms are becoming more creative.

Dallas often hears owners say they want employees to think like owners but creating that mindset requires more than salary increases. “It's extremely difficult to get employees to act like owners without making them owners,” he says.

Some firms are exploring employee ownership structures. Others are introducing profit sharing, milestone bonuses, or project-based incentives that directly connect performance to company results.

“HR helps make sure those programs are clear and fair, so employees understand how they're connected to outcomes,” Shawnee says. When expectations are aligned, engagement and accountability tend to follow.

People need to understand how success is measured and where they fit. Without

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that, it's harder to build incentives that motivate people.

Culture shows up on the job site

When the conversation turns to culture, the focus becomes very practical. Culture, they agree, is visible in daily work.

"Culture shows up in safety, and it shows up in how they treat each other," Shawnee says. Clean sites, consistent PPE use, respectful interactions between trades, and strong communication all signal a healthy workplace. Those daily behaviours influence retention just as much as compensation.

Dallas points to front-line leaders as a critical factor. Foremen and project managers set the tone on job sites, making leadership development an important part of workforce strategy.

Small leadership shifts can make a big difference

At the end of the day, it comes down to

“ It's extremely difficult to get employees to act like owners without making them owners. ”

— Dallas MacCorquodale

making intentional workforce decisions.

Construction leaders are balancing timelines, budgets, and client demands, which makes workforce planning easy to postpone until problems appear. Dallas believes strong teams are built deliberately through consistent leadership rather than reactive decisions.

Shawnee recommends starting with straightforward stay conversations, asking employees what would help them continue building their careers with the company instead of waiting for exit interviews.

Those conversations often reveal small changes that make a meaningful difference. The goal isn't simply filling roles. It's building teams that can grow with the work ahead.

Let's start the conversation

To learn more about workforce strategy in construction, contact Dallas MacCorquodale, Partner, Real Estate and Construction, MNP, at 250.734.4360 or dallas.maccorquodale@mnp.ca, or Shawnee Love, Director of Consulting, Human Resources, MNP, at 250.469.6481 or shawnee.love@mnp.ca. ■

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Making waves in Victoria: TELUS Ocean sails to the finish line

By Melanie Franner

PHOTOS COURTESY OF TELUS.

Setting out to build an iconic landmark building is no easy task. But with TELUS Ocean just months away from official opening, the group of partners behind the \$150-million project has achieved just that.

“When we started the project back in 2018, we had some pretty ambitious goals,” says Manasweeta Bhatia, Vice President, Corporate Real Estate, TELUS. “It is relatively easy to start with a concept on paper. But it’s a lot harder to bring that concept to fruition.”

New depths

TELUS Ocean is slated to open in late 2026. It will offer 10 storeys of leasable office space (of which approximately 70 per cent is already under contract), around

5,300 square feet of ground-floor retail space, three levels of underground parking and a variety of amenities that include landscaped plazas, a multi-level indoor atrium and outdoor rooftop space, as well as enhanced end-of-trip and EV charging facilities.

“This is a building of many firsts in its use of both leading-edge designs and technologies,” says Bhatia. “It’s one of the most complicated projects I have ever worked on.”

TELUS Ocean will set new sustainability standards for the city. When complete, it is expected to align with the Zero Carbon, LEED Platinum, and WELL Building Certification Programs for the highest standards for environmental stewardship, occupant comfort and indoor air quality,

and Salmon Safe, in its commitment to watershed protection initiatives.

Additionally, the new structure will meet B.C.’s Step Code 3 for energy performance – a standard that Bhatia describes as being 10 years ahead of the City of Victoria’s current building mandates.

At the heart of TELUS Ocean’s cutting-edge design and technology is an underlying commitment to provide the best working environment possible for the occupants. To this end, the building features fully glazed windows, raised floors (with clear flooring heights 12 to 14 inches higher than standard), radiant ceiling heating systems, energy efficiencies, flexible open plans, and more.

“It’s rare to find a Triple-A building of this quality in the city,” says Bhatia. “It will

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ed in the long term,” says Bhatia. “They’re looking at occupancies for the next 20 to 30 years. That’s why we’re using leading-edge design and technology integration – so it will last well beyond that time frame.”

Bhatia anticipates that TELUS Ocean will foster collaboration of like-minded businesses and people, becoming an “innovation incubator” for the city.

Final preparations

With occupancy slated for late 2026, TELUS Ocean is well on its way to completion. Work on the building envelope is wrapping up, and commissioning of the key building systems will soon be underway. Landscaping will also commence soon.

It’s also busy times ahead for the building’s interior, with some 150 people expected to be onsite daily for the foreseeable future.

The next few months will also see the team beginning to work with the city on the pre-occupancy process.

help set the tone by becoming what I hope will be the best workplace in Victoria.”

TELUS has committed to leasing approximately 40 per cent of the space. Ac-

ording to Bhatia, other tenants coming onboard represent high-quality clients from the technology and financial sectors.

“We’re seeing tenants who are interest-

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“We’re aiming to have base building completion and occupancy flow seamlessly with our tenant improvements to be able to open the building for users by the end of 2026,” says Bhatia.

A shared vision

The team behind TELUS Ocean recognized the inherent complexities of the design from the onset.

“Because of the ambition of this project, we needed a cohesive team with us on the journey,” says Bhatia. “That’s why we involved EllisDon very early on. We went through a pretty selective process and chose EllisDon for their skillset. And they brought some of their key partners to the project so that we ended up with a very strong, cross-functional team.”

Other key partners on the project include Diamond Schmitt Architects, PFS Studio, Introba, RJC Engineers, and Colliers Canada.

It’s this team of expertise that is quickly guiding TELUS Ocean to the finish line – one that is defining the future while still paying homage to the present.

“We were very careful throughout this project to be respectful of the setting,” says Bhatia, who describes the team’s intent to fit into the landscape in terms of building size, retail offerings and location. “We were focused on being a reflection of the setting rather than competing against it.”

One of the more noteworthy ways that TELUS Ocean has sought to fit into the downtown environment is to emulate the ocean itself. With the building just steps away from the Inner Harbour, the exterior incorporates a striking glass façade with tiered angles on different floors to create a rippling effect representative of the ocean. And it is this continued “undulation” that comes to mind when Bhatia speaks of the continued hard work of the team behind the project.

“It is like an eco-system of like-minded individuals who understand the vision of the project,” she concludes. “It’s all of us moving together in symmetry to transform this project into reality.” ■

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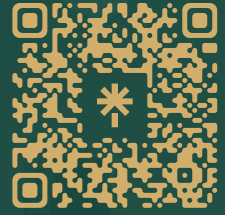


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Situated in Port Hardy at the northern tip of Vancouver Island, K'awat'si Construction Company (KCC) was founded in 2014 under the vision of K'awat'si Economic Development LP (KEDC).

The company's mission is to generate economic opportunities for the Gwa'sala-'Nakwaxda'xw Nations. At the heart of KCC's philosophy is a commitment to meaningful and sustainable development, blending innovative construction methods with deep respect for the natural environment and cultural heritage.

A Tradition of Craftsmanship & Stewardship

With more than 70 years of combined construction experience, KCC's team is equipped with Red Seal certifications and specialized knowledge across various building and civil projects. The company's diverse service portfolio includes residential home construction, commercial renovations,

marine infrastructure, and civil works, all while honoring the Gwa'sala-'Nakwaxda'xw principles of stewardship, respect, and community enhancement.

Among KCC's standout achievements is the Kwa'lilas Hotel Renovation, a project that harmoniously blends modern amenities with the rich cultural heritage of the Gwa'sala-'Nakwaxda'xw. This property has become a top destination in Port Hardy, welcoming guests with contemporary comfort and genuine Indigenous art and design. KCC's meticulous approach guaranteed that every renovation phase honoured the hotel's historical importance and vital contribution to local tourism.

KCC's commitment to cultural preservation is exemplified by the construction of GNN's Bighouse. As a cornerstone for traditional gatherings, the Bighouse is a vibrant venue for ceremonies and community events. KCC

has crafted a structure that honours the past while catering to future generations by utilizing locally sourced materials and time-honored techniques, alongside modern building standards.

KCC has collaborated with Island Health to provide safe and efficient housing solutions for the region's diverse communities. From multifamily complexes to specialized healthcare-related residences, KCC's meticulous attention to detail and focus on occupant well-being make these projects vital pillars of community infrastructure. By incorporating energy-efficient designs, these homes address current needs while supporting broader objectives for sustainable development.

Expanding Horizons: New Opportunities and Growth Strategy

As we look to the future, KCC is making significant progress in expanding into

central Vancouver Island by providing comprehensive project management services. This encompasses thorough budgeting, scheduling, and coordination with specialized contractors—ensuring clients experience smooth execution and consistent quality control.

A key element of KCC's growth strategy is its partnership with its sister company, K'awat'si Consulting & Management Services (KCMS). Through direct access to government programs through its policy and grants department, KCC can secure additional funding to support larger projects across residential, commercial, and civil sectors.

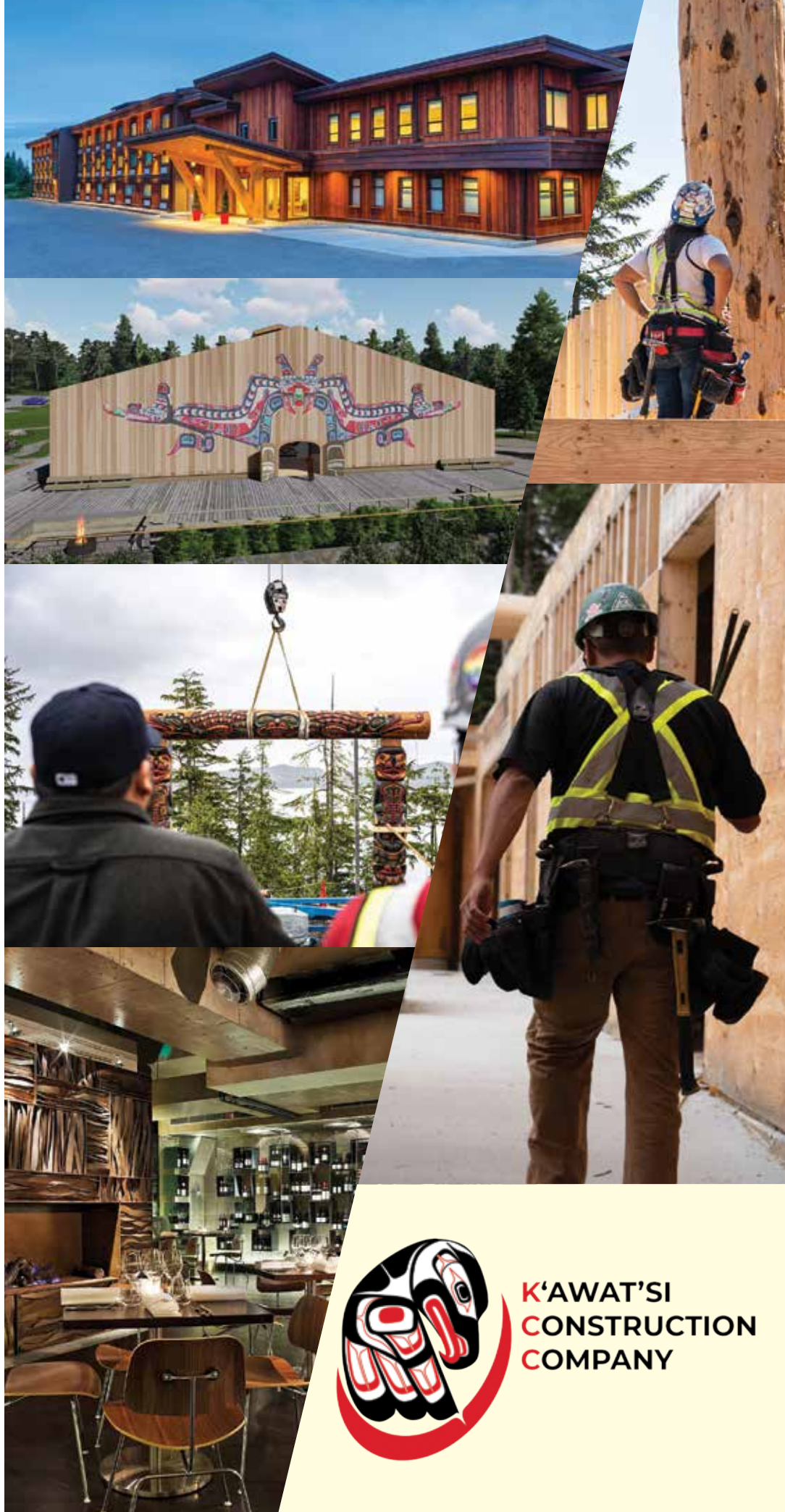
Training and Community Empowerment
Alongside its collaborative relationship with KCMS, KCC's growth strategy is intricately linked to workforce development. Partnering with Skills Trade BC and North Island College, KCC is dedicated to training the future generation of carpenters, electricians, and other skilled trades. Soon, aspiring apprentices will benefit from a dedicated learning center within the new prefab facility, providing them with hands-on experience in advanced construction techniques, all while staying rooted in the cultural values of the Gwa'sala-'Nakwaxda'xw Nations.

A Vision for the Future

Since its establishment, K'awat'si Construction has demonstrated that economic advancement, environmental care, and cultural appreciation can—and must—coexist within every project. Whether renovating the Kwa'ililas Hotel or building a Bighouse that pays tribute to sacred traditions, KCC integrates Indigenous heritage into contemporary solutions, creating pathways to prosperity for communities throughout Vancouver Island.

As KCC continues to grow—broadening its project management offerings, enhancing prefabrication capabilities, and investing in local talent—it remains committed to its mission: to build with intention, uplift the community, and uphold the Gwa'sala-'Nakwaxda'xw legacy for future generations.

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Today, Nelson enters an exciting new chapter.

In 2025, Nelson completed a strategic ownership transition through a partnership with Parcel B Limited (“PBL”), a Western Canada-based family office with deep roots and a multigenerational legacy of building and supporting enduring enterprises. The transaction represents a thoughtful and proactive succession strategy for Nelson’s shareholders, one

that preserves the company’s culture, protects its long-standing relationships, and positions the business for sustainable, long-term growth.

Continuity where it matters most

While ownership has evolved, the fundamentals of Nelson remain firmly intact.

The company continues to operate under the Nelson Roofing & Sheet Metal Ltd. name. Its management team remains unchanged. Legacy shareholders continue to be involved, ensuring continuity of leadership, culture, and local values. Clients, suppliers, and industry partners can expect the same commitment to quality, safety, and reliability that has defined Nelson for more than 45 years.

Since the close of the transaction, Nelson has experienced no workforce turnover. This stability has allowed leadership to focus squarely on business development, project execution, and operational

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continuity, while continuing to expand market share across its core regions of Comox Valley, Campbell River, and Powell River.

Nelson operates from three strategic bases totaling more than 200,000 square feet of combined facility space and delivers large-scale institutional, commercial, and residential projects throughout British Columbia.

A strategic partnership rooted in shared values

Founded more than 75 years ago, the PBL group of companies has a long history of supporting and building successful Western Canadian enterprises. Its founders were instrumental in developing a wide range of organizations, including Burns Foods, IPSCO, Western Tractor, Steelco, Sask Steel Fabricators, Sterling Rentals, Central Canada Distilleries, and many others. Over generations, PBL family leaders have served as directors of banks, industry regulators, telecommunications companies, breweries, and other corporations, with interests spanning real estate, mining, energy, agriculture, financial services, and philanthropy.

Importantly, PBL's connection to Vancouver Island and Western Canada aligns closely with Nelson's own regional identity and operating philosophy.

The partnership combines Nelson's existing operations with PBL's financial backing and governance support.

Since closing, PBL has focused on reinforcing existing leadership. Support has included strengthening cash management and treasury functions, investing in a new company website and digital infrastructure (live Spring 2026), and selectively introducing enhanced reporting processes to maintain and elevate operational performance. These initiatives are designed to provide Nelson's team with better tools and broader strategic insight, while preserving the entrepreneurial culture that has driven its success.

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Positioned for the next generation of growth

Construction markets across British Columbia continue to evolve amid shifting economic conditions. While macroeconomic uncertainties remain part of the broader landscape, Nelson's fiscal 2026 strategy reflects a clear dual commitment: delivering excellence on every project and empowering the people who make that excellence possible.

Under the leadership of President Justin Franceschini and a deepening bench of experienced specialists and professionals, Nelson is focused on disciplined growth, high-value project execution, and strengthening its geographic and sector advantages. The company's expanding list of institutional, commercial, and residential projects, combined with the strategic network and development relationships available through PBL, creates meaningful opportunities for future collaboration and market expansion across Western Canada.

At its core, this transition is about stewardship. It is about ensuring that a company founded in the Comox Valley in 1980 continues to thrive for decades to come, anchored by local values, supported by long-standing relationships, and strengthened by thoughtful strategic partnership.

Nelson Roofing & Sheet Metal Ltd. remains the same company its clients and partners have trusted for generations, now with additional resources, expanded strategic depth, and a stable foundation for the future.


As the next chapter unfolds, Nelson stands ready to build on its legacy and continue delivering the high standards of performance and reliability that have made it a premier provider across British Columbia. ■



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Understanding consequential damages exclusions in your agreements



By Stephanie John, Construction Lawyer, Jenkins Marzban Logan LLP

Consequential damages exclusions are very common in construction contracts, yet few people can explain what consequential damages are. Whether you know it or not you have probably already agreed to this type of exclusion, perhaps through a Canadian Construction Document Committee (CCDC) standard form contract, such as the CCDC 2 2020, the CCDC 31 2020, and the CCDC 5B 2025, which all exclude liability for “consequential” and “indirect” damages.

Consequential damages are generally understood to be indirect losses that happen because of an act causing injury, but not directly from it. “Consequential” is accordingly sometimes used interchangeably with “indirect”. Examples of consequential damages include lost profits on work not performed, lost revenue, lost rental income, business interruption costs, loss of use of a product or equipment, loss of goodwill, and financing costs.

In contrast, direct damages are those which flow naturally and directly from the injury-causing act. Examples of direct damages include repair costs for faulty workmanship, the value of undelivered or defective products, and the difference in value between inferior and specified goods.

Consequential damages exclusions provide cost certainty and predictable risk, and often make sense to include, especially when the exclusion is mutual (applies equally to both parties). However, you should be cautious when agreeing to a consequential damages exclusion in your contracts.

First, a consequential damages exclusion may not appropriately allocate risk for your contract. If you anticipate that a breach of contract by the other party will lead to indirect damages such as increased operating or financing costs, excluding consequential damages without qualification may not serve your interests. For example, a project owner may want to recover financial losses if delays, defects, or other breaches by a contractor or consultant prevents the owner from operating their business, fulfilling downstream contracts, or generating expected revenues. Conversely, a contractor or consultant may prefer a consequential damages exclusion to protect themselves from claims for such indirect financial losses from up the contractual chain.

Second, there is no standard definition of “consequential damages” in Canadian law, so your contract should clearly define this term (and related terms) if used. If you agree to exclude consequential damages without precisely defining and describing

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what is being excluded, you risk potential disputes about the meaning of the terms in the exclusion, or worse, accidentally losing your ability to claim for damages you thought you were entitled to.

The concept of consequential damages can be confusing, even for lawyers and courts, and the confusion is compounded by the common use of lengthy legalese exclusions, such as:

In no event shall either party be liable to anyone, whether in contract or tort, for any indirect, punitive, special, exemplary, incidental, or consequential damages of any type or kind, including without limitation, loss of profit or revenues, loss of production, business interruption, downtime costs, or cost of capital.

This style of exclusion clause can be problematic if used without due consideration for what each listed item actually means. In the example above, it is unclear whether the items that come after “without limitation” are only excluded if they are also “indirect, punitive, special, exemplary, incidental, or consequential”. Damages such as loss of production, business interruption, and downtime costs could in certain circumstances be direct damages, but the wording of this example creates ambiguity around whether they are excluded.

In summary, and in practice, when negotiating consequential damages exclusions in construction contracts, you should first consider whether excluding consequential damages makes sense for your situation. If timely completion is critical to your business, work, or project, you may want to skip consequential damages exclusions (if you have the bargaining power to do so).

If you decide to include a consequential damages exclusion, clearly and concisely define “consequential damages” and related terms in your contract to avoid any ambiguity. Consider creating a definition of consequential damages in the body of your contract or through supplementary conditions. In the definition of consequential damages or the exclusion clause itself, consider clarifying what the exclusion does not exclude to preserve your ability to recover the damages that matter to you in a dispute. For example: “Consequential damages means indirect damages, including lost profits, lost revenue, and business interruption costs, but expressly excludes delay damages, loss of productivity, and additional financing costs.”

Finally, consider making a consequential damages exclusion apply equally to both parties so that neither side can claim consequential damages from the other. This balances risk and provides more cost certainty to both parties. ■



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Skilled labour shortage and retention



Canada's construction industry remains a major economic driver, employing more than 1.5 million people nationwide. Yet tens of thousands of skilled positions remain unfilled. An aging workforce, rising housing demands, infrastructure expansion, and increased investment have intensified competition for qualified tradespeople. As experienced workers retire, employers face growing pressure to both attract and retain talent.

Recruitment is only half the equation. Retention has become equally critical. In today's labour market, skilled workers often have multiple employment options. Competitive wages matter, but they are no longer the sole deciding factor. Comprehensive benefits are increasingly central to a strong total compensation package.

Benefits as a competitive advantage

Modern workers evaluate employment offers holistically. Extended health cover-

age, disability protection, mental health support, and financial security for their families all influence decision-making.

A well-structured benefits plan communicates stability and long-term commitment. It signals that an employer is invested in employees beyond the lifespan of a single project. In a physically demanding and sometimes cyclical industry, that security builds trust.

When two job offers present similar wages, benefits often become the differentiator. Employers who clearly communicate the value of their plans strengthen their ability to recruit experienced tradespeople and apprentices entering the field.

Improving access to mental health support

Construction environments can involve tight deadlines, demanding schedules, and time away from home. These pressures can affect both employees and their families. Industry leaders increasingly recognize that supporting mental health is essential to maintaining a pro-

ductive workforce.

Removing financial barriers to care is a practical first step. When employees must pay significant out-of-pocket costs before receiving reimbursement, they may delay seeking support. Plans that include direct billing or digital counselling options make services more accessible and encourage earlier intervention.

Accessible mental health resources can reduce absenteeism, improve focus, and enhance overall morale. Employers who prioritize well-being create workplaces where people feel supported, which strengthens retention over time.

Income protection and financial stability

Despite strong safety standards, construction work carries physical risk. Short-term and long-term disability coverage provides critical income protection when illness or injury occurs. For many tradespeople who serve as primary earners, this security is essential.

Critical illness coverage can provide



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additional reassurance. A lump sum payment following a serious diagnosis helps offset unexpected expenses and reduces financial strain during recovery.

These protections demonstrate an understanding of the realities of construction work. Employees who feel financially secure are more likely to remain loyal to their employer and return to work when able, supporting long-term workforce stability.

Supporting families and long-term loyalty

Today's workforce is diverse, with many employees supporting children, aging parents, or extended family members. Benefit plans that extend support beyond the individual employee recognize these responsibilities.

Employee and Family Assistance Programs that include counselling, financial guidance, and caregiver resources can make a meaningful difference at home. When employers acknowledge family needs, they build deeper loyalty and long-term commitment.

Take action today

Canada's skilled labour shortage will require coordinated efforts across the industry. While broader solutions are being developed, employers have immediate opportunities within their control.

A modern benefits strategy strengthens recruitment, improves retention, and demonstrates a genuine commitment to workforce well-being.

At the BCCA Employee Benefit Trust, we partner with construction employers to deliver health and welfare plans tailored to the unique demands of the industry. To learn more about how a comprehensive benefits approach can support your workforce, contact us at info@bccabenefits.ca or call 1-800-665-1077. You can also visit www.bccabenefits.ca for additional information.

Invest in your workforce today and help secure the future of construction in British Columbia. ■



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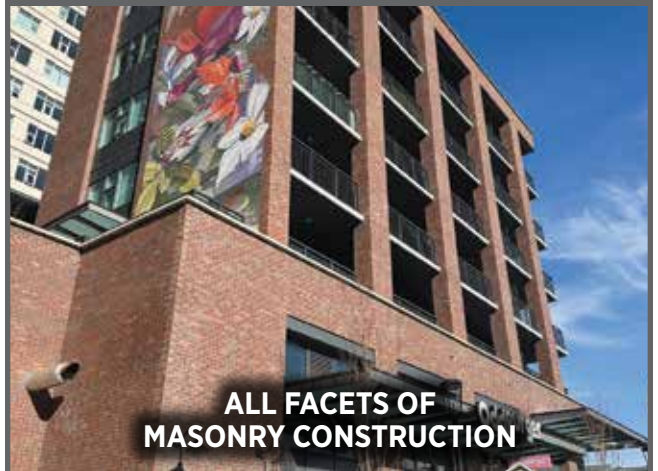


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Raising the standard: Why Gold Seal Certification matters more than ever



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With public investment in infrastructure on the rise, Canada's construction industry is more competitive than ever. Projects are growing in scale and complexity, timelines are tightening, and the pressure to deliver is mounting. In this environment, both companies and professionals are looking for ways to stand out and build trust.

That's where Gold Seal Certification comes in.

Administered by the Canadian Construction Association (CCA), Gold Seal is the national standard for excellence in construction management. It validates the experience, education, and compe-

tence of professionals in key roles, including project managers, estimators, superintendents, forepersons, owner's construction managers, and safety practitioners.

Whether you're charting a path for personal advancement or looking to elevate your team, Gold Seal Certification is a powerful tool for showcasing your skills, knowledge, and commitment to the highest standards.

For construction professionals: Stand out, move up

Construction is competitive and evolving fast. Gold Seal Certification gives experienced professionals the recognition they deserve while opening doors to

leadership roles across the country.

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And now, applying is easier than ever. With the new Gold Seal portal, candidates can track their progress, manage their application, and access resources all in one place.

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ners, and the broader industry that your team prioritizes quality, safety, and professional excellence at every level.

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In today’s fast-paced and high stakes construction environment, that reputation matters more than ever. Clients want to know their projects are in good hands. Gold Seal Certified teams deliver that peace of mind.

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Gold Seal doesn’t just recognize talent; it cultivates and nurtures it. For professionals, it’s a career milestone offering credibility and growth opportunities. For employers, it’s a way to attract, retain, and grow top-tier talent benefiting their companies. The result is a stronger, more resilient industry.

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A year of action, influence, and value: CCA's impact in 2025



By Rodrigue Gilbert, CCA President



As Canada navigated a year of political change and economic turbulence, one message cut through the noise in Ottawa: construction is essential to our country's future.

Thanks to the unwavering support and collaboration of partner association members like the Vancouver Island Construction Association (VICA), the Canadian Construction Association (CCA) delivered visible wins on the national stage, strengthened relationships across the country, and reinforced its role as the industry's trusted champion.

Advocacy that drives results

CCA's advocacy has never been more

visible, or more vital. Our Public Affairs team are working around the clock to ensure construction priorities are front and centre in federal policy decisions.

During Budget 2025, CCA delivered an in-depth analysis underscoring construction's essential role in advancing the federal government's building agenda. A targeted media strategy amplified this message, securing high-profile coverage in outlets such as The Globe and Mail, CTV's Vassy Kapelos Show, and CBC National News.

At Hill Day 2025, more than 100 industry leaders participated in over 100 meetings with ministers, Members of Parliament, and senior staff. Record attendance, a high-profile reception, and a coordi-

nated public campaign, including a press conference and major-market advertising under the We Build Canada banner, demonstrated CCA's growing influence with the federal government.

CCA also remains deeply engaged with the deployment of Prime Minister Mark Carney's building agenda through consultations on the Major Projects Office (MPO), National Infrastructure Assessment (NIA), Buy Canadian procurement policies, and Build Canada Homes initiative. Both the MPO and NIA represent significant wins for the industry, reflecting long-standing advocacy for reduced red tape, evidence-based planning, and long-term infrastructure investment.



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Programs that strengthen partnerships and professional development

Beyond advocacy, CCA has broadened its suite of tools and programs, introducing new initiatives and refining existing resources to help construction businesses manage risk, adapt to change, and plan for the future.

We released a robust suite of publications, including:

- Construction Quarterly Economic Insights, providing timely, data-driven analysis of industry conditions.
- Tariff risk resources to help contractors protect margins and structure contracts effectively.
- A digital maturity report, developed with KPMG in Canada, benchmarking digital adoption and highlighting productivity-driving procurement reforms.
- Practical tools such as the partner evaluation tool, supply chain compliance guide, and climate governance guide, supporting members in navigating regulatory, operational, and climate-related risks.

National Advisory Councils complemented this work with targeted webinars on risk management, BIM, and contract negotiations, while CCA continued modernizing service delivery through Signa-

Sur™, its new digital platform for construction document access. With successful beta testing and Board-approved pricing in place, SignaSur™ is on track for full implementation in 2027, raising the standard for secure, modern document delivery nationwide.

CCA also launched its inaugural Best Practices in Construction Symposium, bringing together more than 100 construction leaders in Toronto for two days of practical, operations-focused discussion. Planning is already underway to expand the event into a cornerstone annual gathering for the broader construction community.

Advancing standards and professional excellence

The Canadian Construction Documents Committee (CCDC), in partnership with 31 local associations, delivered in-person seminars to nearly 1,290 participants across more than 30 locations. Five new documents, including updated construction management and integrated project delivery contracts, were published, reflecting evolving legal requirements and clearer risk allocation.

Meanwhile, the Gold Seal Certification Program has modernized with the launch of the new Gold Seal portal and directory

in May, streamlining applications and enhancing certification visibility. With 821 applicants across all categories and 65 recognized Gold Seal Employers, the program remains a national standard for leadership in construction.

The road ahead

CCA is moving full speed ahead to ensure the momentum we built is not lost. The construction sector, backed by partners like VICA, will continue pushing for the policies and investments that will move the industry forward.

With strong partnerships, a united voice, and a clear vision, we can build a more resilient supply chain, a stronger workforce, and the modern infrastructure Canadians need. CCA is committed to advocating for the tools, policies, and investments that will allow our industry to thrive – not just for today, but for generations to come.

Want to stay informed and engaged?

Sign up for CCA's PLUS+ newsletter for regular updates on advocacy efforts, industry trends, and tools to support your business. Subscribe today at cca-acc.com and join a community that's shaping the future of construction in Canada. ■



NOTABLE VANCOUVER ISLAND PROJECTS

- Campbell River Hospital
- Uvic Student Housing and Dining Project
- Uvic Various Special Projects
 - Uvic NCIL • EA Sports
 - Queenswood Childcare
 - Uvic Business & Economics
- SK' AADGAA NAAY Elementary School
- Cape Lazo Middle School • NRC Observatory
- West Coast General Hospital

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• TSBC Boiler Pressure Vessel and Piping Licenced • Member of IMIRA • Member of the Local 324

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2026 VICA Course Calendar

VICA is proud to provide essential skills training for the construction industry that allows members to GROW, LEARN, CONNECT, and SAVE while boosting bidding, leadership, technical, safety, and fundamental skillsets.

April

01-Apr

Construction 101

Debbie Hicks | Live, ONLINE

01-Apr

High Impact Leadership: Apply, Inspire, Engage

Tony Healy | Live, ONLINE

07-Apr

Advanced Cost Estimating for Concrete Constructions

Doina Dobre | Live, ONLINE

07-Apr

Mastering Subcontracts: Maximizing Opportunities & Mitigating Risks

Lee Kelly | Live, ONLINE

08-Apr

Primavera P6 for Construction Project Scheduling: Essentials Training

Samson Okelola | Live, ONLINE

09-Apr

Microsoft Excel 365 Intermediate

Izzy Perry | Live, ONLINE

09-Apr

Mastering the CCDC 31: Owner - Consultant Services Contract

Phil Perry | Live, ONLINE

09-Apr

Site Leadership

Tim Williams | Live, ONLINE

14-Apr

Budget Estimating Processes

Ralph Lembcke | Live, ONLINE

14-Apr

Gold Seal Information Session

Chanel Roberts | Live, ONLINE

15-Apr

CCDC 5A/5B Overview

Terry Brown | Live, ONLINE

15-Apr

Closeout of a Construction Project

Lee Kelly | Live, ONLINE

15-Apr

Reading Construction Documents

Troy deGroot | Live, ONLINE

21-Apr

Project Management

Tim Williams | Live, ONLINE

21-Apr

AI on the Job Site: Intro to Generative AI for Trades & Construction Professionals

Jennifer Hufnagel | Live, ONLINE

23-Apr

CCA Subcontracts 101

Phil Perry | Live, ONLINE

28-Apr

Bluebeam Revu: Basics

Morgan Garry | Live, ONLINE

28-Apr

Construction Estimating

Tim Williams | Live, ONLINE

28-Apr

Comprehensive Earthworks Estimating: From Quantities to Risk Control

Doina Dobre | Live, ONLINE

29-Apr

The Art of Getting it Done! Effective Work Planning for Crew Supervisors

Mark Taylor | Live, ONLINE

30-Apr

CCDC 2 Deep Dive: Read the Full Contract

Phil Perry | Live, ONLINE

May

01-May

CCDC Seminar

CCA

In-Person

05-May

Construction Specifications 101

Phil Perry | Live, ONLINE

05-May

Bitesize Bluebeam 1: Baseline Basics

Troy deGroot | Live, ONLINE

05-May

Construction Law

Tim Williams | Live, ONLINE

06-May

Bitesize Bluebeam 2: Basic Material Takeoffs & Estimates

Troy deGroot | Live, ONLINE

06-May

Construction 101

Debbie Hicks | Live, ONLINE

07-May

3M Fall Protection: Authorized Person Comprehensive

Elyse Taylor

In-Person

07-May

Bitesize Bluebeam 3: Advanced Material Takeoffs & Estimates

Troy deGroot | Live, ONLINE

07-May

CCDC 2-2020: Significant Changes & What They Mean for You

Terry Brown | Live, ONLINE

*For more information about training offered
by VICA or to register, go to **vicabc.ca**.*

11-May

Leadership for Safety Excellence

BCCSA

In-Person

11-May

**Foreperson Foundational Skills –
All Trades**

Dan Campbell | Live, ONLINE

12-May

Microsoft Project 365 Basics

Phil Perry | Live, ONLINE

12-May

Lead to Succeed

Tony Healy | Live, ONLINE

12-May

Supervisory & Management Skills

Tim Williams | Live, ONLINE

13-May

Microsoft Excel for Construction

Phil Perry | Live, ONLINE

14-May

**3M Confined Space Entrant &
Attendant**

Elyse Taylor | In-Person

15-May

Train the Safety Trainer

BCCSA

In-Person

19-May

Construction Industry Ethics

Debbie Hicks | Live, ONLINE

21-May

Site Leadership

Tim Williams | Live, ONLINE

22-May

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

Debbie Hicks | Live, ONLINE

25-May

**Getting Paid & Managing the Cash
Flow**

Phil Perry | Live, ONLINE

25-May

Framing Foreperson Foundational Skills

Dan Campbell | Live, ONLINE

26-May

Project Management

Tim Williams | Live, ONLINE

June

02-Jun

Construction Business Management

Tim Williams | Live, ONLINE

02-Jun

CCA 1 - 2021 Changes

Terry Brown | Live, ONLINE

02-Jun

Construction Drawings 101

Phil Perry | Live, ONLINE

03-Jun

Microsoft Excel 365 Basics

Izzy Perry | Live, ONLINE

03-Jun

CCDC 5A & 5B Master Class

Debbie Hicks | Live, ONLINE

03-Jun

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

Debbie Hicks | Live, ONLINE

04-Jun

Negotiation & Conflict Management

Tim Williams | Live, ONLINE

8-Jun

**HVAC & Plumbing Foreperson
Foundational Skills**

Dan Campbell | Live, ONLINE

09-Jun

Bluebeam Revu: Estimating Level 1

Morgan Garry | Live, ONLINE

09-Jun

Construction Law

Tim Williams | Live, ONLINE

10-Jun

**Managing CCDC Contracts for Project
Success**

Debbie Hicks | Live, ONLINE

16-Jun

**Mastering Subcontracts: Maximizing
Opportunities & Mitigating Risks**

Lee Kelly | Live, ONLINE

17-Jun

Construction 101

Debbie Hicks | Live, ONLINE

18-Jun

Microsoft Excel for Construction

Phil Perry | Live, ONLINE

22-Jun

**Electrical Foreperson Foundational
Skills**

Dan Campbell | Live, ONLINE

23-Jun

Bluebeam Revu: Basics

Morgan Garry | Live, ONLINE

24-Jun

**Managing Shop Drawings, Samples &
Submittals**

Phil Perry | Live, ONLINE

25-Jun

Project Accounting & Cost Control
Tim Williams | Live, ONLINE

25-Jun

**CCDC 2 Deep Dive: Read the Full
Contract**

Phil Perry | Live, ONLINE

July

22-Jul
New Changes to CCDC 5A/5B & 17 - 2025

Terry Brown | Live, ONLINE

29-Jul
3M Fall Protection - Authorized Person Comprehensive

Elyse Taylor
In-Person

August

18-Aug
Bluebeam Revu: Basics
Morgan Garry | Live, ONLINE

25-Aug
Bitesize Bluebeam 1: Baseline Basics
Troy deGroot | Live, ONLINE

26-Aug
Bitesize Bluebeam 2: Basic Material Takeoffs & Estimates
Troy deGroot | Live, ONLINE

27-Aug
Bitesize Bluebeam 3: Advanced Material Takeoffs & Estimates
Troy deGroot | Live, ONLINE

September

02-Sep
Managing CCDC Contracts for Project Success
Debbie Hicks | Live, ONLINE

3-Sep
Project Accounting & Cost Control
Tim Williams | Live, ONLINE

09-Sep
Project Delivery Methods
Debbie Hicks | Live, ONLINE

15-Sep
Construction Business Management
Tim Williams | Live, ONLINE

17-Sep
CCDC 5A/5B: Construction Management Keys to Success
Debbie Hicks | Live, ONLINE

23-Sep
Gold Seal Information Session
Chanel Roberts | Live, ONLINE

25-Sep
Qualitative Fit Testing Train the Trainer
Elyse Taylor | In-Person

29-Sep
Bluebeam Revu: Estimating Level 1
Morgan Garry | Live, ONLINE

October

6-Oct
Construction Estimating
Tim Williams | Live, ONLINE

13-Oct
Bluebeam Revu: Basics
Morgan Garry | Live, ONLINE

15-Oct
Leadership in Practice: 6 Week Leadership Program for Emerging & Experienced Leaders
Humaira Ahmed | Live, ONLINE

21-Oct
Supplementaries to CCDC Contracts: The Good, The Bad & The Ugly
Debbie Hicks | Live, ONLINE

29-Oct
CCDC 14 & 15: Managing the Uniqueness of Design Build
Debbie Hicks | Live, ONLINE

November

12-Nov
CCDC 5A & 5B Master Class
Debbie Hicks | Live, ONLINE

12-Nov
Negotiation & Conflict Management
Tim Williams | Live, ONLINE

17-Nov
Supervisory & Management Skills
Tim Williams | Live, ONLINE

24-Nov
Bluebeam Revu: Estimating Level 1
Morgan Garry | Live, ONLINE

30-Nov
CCDC 5A/5B: Construction Management Keys to Success
Debbie Hicks | Live, ONLINE

December

01-Dec
Bitesize Bluebeam 1: Baseline Basics
Troy deGroot | Live, ONLINE

02-Dec
Bitesize Bluebeam 2: Basic Material Takeoffs & Estimates
Troy deGroot | Live, ONLINE

03-Dec
Bitesize Bluebeam 3: Advanced Material Takeoffs & Estimates
Troy deGroot | Live, ONLINE

08-Dec
Bluebeam Revu: Basics
Morgan Garry | Live, ONLINE



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Proudly serving the industrial, commercial, institutional, civil, and multi-residential construction sectors of Vancouver Island, the Gulf Islands, and Coastal BC.

ADD VALUE TO YOUR BUSINESS WITH VICA

The construction industry is a dynamic and exciting realm that faces both unique challenges and extraordinary opportunities. By joining **VICA**, you not only build your business, but you also build up the industry you're proud to be a part of.



VICA Events

VICA hosted another year of fun and information-packed events in 2025, and we're looking forward to bringing you even more in 2026. For the latest updates on VICA events, visit our website at vicabc.ca.

EVENT TIMELINE - 2026

- 1 Trades Night at Victoria Royals - FEBRUARY 21
- 2 APRIL 8 & 9 Contractor Breakfasts
- 3 VICA Summit & YBN Casino - APRIL 17
- 4 MAY 6 FortisBC Energy Event
- 5 VIBI Awards - MAY 29
- 6 JUNE 12 Victoria Golf Tournament
- 7 Summer Sizzlers - JUNE 19 & JULY 10
- 8 JULY 24 North Island Golf
- 9 Mid Island Golf - AUGUST 21
- 10 SEPTEMBER 24 VICA AGM
- 11 Women's PPE Showcase - OCTOBER 1
- 12 OCTOBER/NOVEMBER VICA Member Showcase
- 13 Sponsor Appreciation - NOVEMBER
- 14 DECEMBER 4 VICA Holiday Luncheon
- 15 VICA Nanaimo Holiday Mixer - DECEMBER 9





VICA
Events
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BUILD 2025 73







VICA
Events
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MEET YOUR 2025-2026 BOARD OF DIRECTORS



BARCLAY ELLIS
*Blue Anvil Labour Leasing
Services & Trades Labour
Corporation Victoria
Chair*

As president of Trades Labour Corp. Victoria since 2008, Barclay has driven the company's growth, establishing it as a trusted name in the community. In 2020, Barclay launched Blue Anvil Labour Leasing, now Victoria's leader in skilled trades staffing. 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 since 2010.



**STUART
CUTHBERT**
*Slegg Building Materials
Past Chair*

Stuart is the general manager with Slegg Building Materials. He has been working in the construction industry for 18 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.



MORLEY WILKINS
*Method Chartered Professional
Accounting
Vice Chair*

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.



CHRIS WILLIAMS
*Houle Electric
Treasurer*

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.



BYRON TARBY
Makon Project Ltd.
 Secretary

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.



DAVE FLINT
Flynn Canada
 Director

Dave Flint of Flynn Canada brings over 30 years of construction industry experience. Starting as a sheet metal apprentice in 1980, he quickly advanced by prioritizing profitability, communication, and mentoring. Dave founded a successful roofing and cladding company, which he sold to Flynn Canada Ltd. in 2003, transitioning to a new phase of his career as a partner in the national firm. His leadership has contributed significantly to the company's growth on Vancouver Island and beyond.



MARK DONAHUE
 Director

Mark is an operations manager 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.

MEET YOUR BOARD



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.



KATE ULMER
Herold Engineering Ltd.
Director

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.



EMMA MILLER
MNP LLP
Director

Emma is a partner at MNP's Victoria office, specializing in privately held construction and real estate businesses. Emma draws on her decade of accounting and tax experience collaborating with construction entrepreneurs to overcome challenges by providing value-added solutions to her clients across Vancouver Island. Her involvement with Women in Construction, VICA, YBN, and UDI has positioned her with the network necessary to not only stay in tune with the local market, but to also build successful connections between clients and contacts, promoting opportunities to support their growth and success.



KATHY PARKINSON

Ravenstone Construction

Director

With roots in Cowichan, Kathy's career began at the Quw'utsun' Cultural and Conference Centre, where she advanced to Operations Manager, creating employment opportunities for her community. After gaining financial expertise with the McLeod Lake Indian Band and pursuing her AFOA Certified Aboriginal Financial Manager Designation, Kathy co-founded RSC in 2020 with her late father Ted and brother Dan. Today, RSC employs over 30 full-time workers, 75% of whom are Indigenous, and focuses on civil construction and community empowerment. Kathy oversees finances, HR, and safety, driven by her passion for education, meaningful employment, and supporting her community's growth.



DEVON KRAY

Durwest Construction

Management

Director

With 18+ years at Durwest Construction Management, Devon brings extensive industry knowledge, strong business networks, and a lifelong connection to the Vancouver Island construction community. He is born and raised in Victoria in a family construction business, and he is an active member of the Victoria Executive Management Club, serving on its board since 2022.

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RORY KULMALA
Chief Executive Officer



SARAH BARTFAI
Director of Operations



KATHY WHITCHER
Director of Advocacy &
Strategic Relations



JENNIFER THORKELSON
Manager of Training,
Education & Workforce
Development



KELLY MARCAN
Manager, Member
Services



**RUTH
LEBBETTER**
Finance & Accounting
Manager



KATE WILSON
Administrative
Assistant, Victoria



**KATTINA
CHARBONNEAU**
Administrative
Assistant, Nanaimo

CONSTRUCT YOUR FUTURE

www.vicabc.ca/construct-your-future

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.



TAYLOR WYLLIE
Construct Your Future,
Program Coordinator



ALISON BOTT
Construct Your Future,
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
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An aerial photograph of a city at sunset. The sky is filled with orange and yellow clouds, with the sun low on the horizon. In the foreground, a modern bridge with white arches and blue lighting spans across a body of water. To the left, a multi-story building is under construction, with its steel frame visible. In the background, a city skyline is visible, including a prominent tower. The overall scene is a mix of urban development and natural beauty.

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