

ANNUAL 2025-26 REPORT



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THE BCCA
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STABLE,
SUSTAINABLE
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NO SURPRISES. IF
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LEADERSHIP MESSAGES

THE BOARD CHAIR



This has been a year of meaningful progress. Our industry continues to navigate real pressures: economic uncertainty, tariff impacts, and workforce challenges that aren't resolving quickly. VICA's focus remains on giving members a strong voice in the conversations that shape our industry, and the work we're doing locally, provincially, and nationally reflects that.

Prompt Payment Legislation has been in place for 10 months. With approximately eight months remaining, we are approaching full effect: contracts signed before that date remain under the old rules; everything signed after that date falls under the new legislation. It's a milestone our industry has pushed for, and it's good to see it in motion.

This year brings a significant leadership transition. Morley Wilkins moves from Vice Chair to Chair, and Chris Williams of Houle Electric steps into Vice Chair. Secretary and Treasurer will be confirmed shortly. These changes reflect the governance succession work our Governance Committee is building under Stuart Cuthbert's leadership.

We say a heartfelt farewell to Kate Ulmer, who has served this board for nine years. Kate excelled in many areas, including her time as board chair, she led our Governance Committee, and has been a strong presence in the Women in Construction committee since its beginning. Her commitment to this association has been exceptional, and she will be missed.

We welcomed three new board members this year: Dave Flint, a familiar face returning to the table, Kathy Parkinson, and Devon Kray. Both Kathy and Devon have stepped into board liaison roles: Kathy for Women in Construction and Devon for the Young Builders Network, across both Victoria and Nanaimo chapters. We thank them for taking that on.

WiC and YBN continue to hold strong events and do meaningful work in the community. We're proud of what they're building across both chapters.

Our Construct Your Future and Tailgate Toolkit programs have both received government funding extensions through March 31, 2027. These programs continue to make a real impact in preparing workers and supporting harm reduction across our industry.

In March, Rory and I attended the CCA Conference in San Diego. At the conference, I was elected to the National Trade Contractors Council, representing trade contractors on Vancouver Island and in BC. I've attended two council meetings and will be joining Hill Day in Ottawa this year. The connections and insight I'm bringing back to the board are things I'm genuinely excited about.

Rory and I also joined the BCCA for Day at the Legislature, meeting with provincial politicians on the issues pressing to our industry, most notably pushing for certainty in an uncertain marketplace. We're at the table and making our voice heard.

Thank you to our board for their commitment and to Rory and the VICA team for their continued leadership. I look forward to what's ahead. It's been an honour to serve as Board Chair for the past 2 years.

Sincerely,
Barclay Ellis
Chair, Vancouver Island Construction Association

BOARD OF DIRECTORS

CHAIR

BARCLAY ELLIS
Blue Anvil

PAST CHAIR

STUART CUTHBERT
Slegg Building Material

VICE-CHAIR

MORLEY WILKINS
Method Chartered
Professional
Accounting

TREASURER

CHRIS WILLIAMS
Houle Electric

SECRETARY

BYRON TARBY
Makon Projects Ltd.

DIRECTORS

DAVE FLINT
Flynn Canada

MARK DONAHUE
Little Big Advisory

MARK WONG
Kinetic Construction

JOSH FAYERMAN
Milestone Equipment
Contracting

KATE ULMER
Herold Engineering Ltd.

EMMA MILLER
MNP LLP

KATHY PARKINSON
Ravenstone Construction

DEVON KRAY
Durwest Construction
Management

THE TREASURER

I am pleased to report that the 2025–2026 fiscal year was another strong and



stable year for the Vancouver Island Construction Association. Across the organization, VICA continued to show the benefits of careful planning, responsible management, and steady leadership.

Our revenue from membership, events, and service offerings remained consistent throughout the year, and with thoughtful cost control, we were able to finish with a modest year-end surplus. That is a positive result and one that reflects the financial discipline of the team.

VICA remains in a healthy financial position. The Association continues to hold strong cash reserves and carries no long-term debt, giving us confidence as we move into the year ahead.

We also saw positive investment performance over the year, which contributed meaningfully to VICA's overall financial strength. These returns help support the long-term sustainability of the Association and reinforce the value of maintaining a well-managed reserve position.

An important milestone this year was securing continued funding for both the Construct Your Future (CYF) program and the Tailgate Toolkit initiative. This ensures we can maintain and build on the impact of these programs while continuing to deliver meaningful value to our members and the broader industry.

I would like to sincerely thank Rory and the entire VICA team, the Finance Committee, KPMG, and the Board of Directors for their continued commitment, guidance, and oversight. The stability reflected in these results is very much the product of that collective effort.

As we look ahead, VICA is well positioned to build on this momentum. With strong reserves, reliable revenue streams, and confirmed funding in place, we can continue to invest thoughtfully in priorities that deliver value to our members and support the broader Vancouver Island construction industry.

-Chris Williams, VICA Treasurer

THE CEO

The construction industry has always been about more than the projects we build. It is about creating communities, generating opportunity, and leaving a legacy for future generations. Every school, hospital, road, housing development, and piece of infrastructure begins with the dedication and expertise of the people who make up our industry.



Throughout 2025-2026, our industry faced continued challenges, including economic uncertainty, inflationary pressures, labour shortages, evolving procurement practices, and increasing regulatory complexity. Despite these obstacles, Vancouver Island's construction sector once again demonstrated the resilience, innovation, and professionalism that define our industry.

At VICA, our focus remained clear: strengthening the construction industry through advocacy, workforce development, leadership, and member support.

This year represented an important evolution for the Association. While networking and education remain central to our mission, VICA continued to expand its impact by strengthening relationships with government, investing in workforce initiatives, enhancing professional development opportunities, and fostering partnerships that support long-term industry success.

Our membership remained strong, ending the fiscal year with more than 500 member companies representing every sector of construction. This continued confidence reflects the value of a strong, united industry voice and reinforces VICA's role as the trusted advocate for construction on Vancouver Island.

Workforce development remains one of our most significant priorities. Through Construct Your Future, we continue to connect new people with rewarding construction careers while helping employers address ongoing labour shortages. Other initiatives, including the Vancouver Island Crane Training Taskforce, apprenticeship tracking efforts, expanded educational programming, and professional development opportunities, are helping build the workforce our industry will need in the years ahead.

Supporting people also means supporting their well-being. Mental health, psychological safety, and addiction awareness remain critical issues within construction. Through the ongoing success and renewal of the Tailgate Toolkit program, VICA continues to demonstrate leadership in promoting healthier and safer workplaces across the province.

Advocacy remained a key focus throughout the year. VICA continued to strengthen relationships with municipal, provincial, and industry partners to ensure our members' interests are represented where decisions are made. Whether addressing workforce shortages, supporting housing delivery, improving procurement practices, or advocating for infrastructure investment, we remain committed to ensuring the voice of Vancouver Island's construction industry is heard.

This year also brought organizational change within VICA. Staff transitions created opportunities to strengthen our leadership team and position the Association for the future. I am grateful to our staff and Board of Directors for their professionalism, adaptability, and ongoing commitment to serving our members.

None of our achievements would be possible without the dedication of our volunteer Board members, committee participants, sponsors, partners, and, most importantly, our members. Your support, engagement, and ideas continue to shape the future of this Association.

As we look ahead to 2026-2027, I remain optimistic. Continued demand for housing, infrastructure renewal, industrial development, and clean energy projects presents significant opportunities for our industry. Meeting those opportunities will require strong leadership, skilled people, innovative businesses, and effective advocacy.

VICA is ready.

Together, we will continue building not only the projects that shape Vancouver Island, but also the workforce, partnerships, and industry that will define its future.

Thank you for your continued confidence in VICA.

-Rory Kulmala, VICA CEO



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

The Builders Code helps construction teams build safe, fair, and respectful job sites. Follow three simple steps to get started:

1. Train your team

Build skills for a respectful job site

2. Sign the pledge

Promise a safe, fair worksite.

3. Complete your scorecard

See how your business is doing.

Show your commitment to acceptable workplace culture.

Become a Builders Code signatory today!



builderscode.ca



MEET THE VICA TEAM



Rory Kulmala

Chief Executive
Officer



Sarah Bartfai

Director of
Operations



**Kathy
Whitcher**

Director, Advocacy &
Strategic Relations



**Jennifer
Sallows**

Manager, Education &
Workforce Development



Ruth Lebbetter

Finance & Accounting
Manager



Kate Wilson

Admin & Programs
Coordinator



Kelly Marcan

Manager,
Members Services



**Kattina
Charbonneau**

Admin & Systems
Coordinator



**Madison
McClintick**

Events & Marketing
Specialist



Taylor Mhene

Construct Your Future
Program Coordinator



Alison Bott

Construct Your Future
Program Coordinator



Greg Hemminger

Tailgate Toolkit
Coordinator, Vancouver
& Lower Mainland



Mika Dumont

Tailgate Toolkit
Coordinator, Southern
Interior



Rose Olsen

Tailgate Toolkit
Program Lead,
Vancouver &
Lower Mainland



Deidra Yeomans

Tailgate Toolkit
Coordinator,
Northern BC



Alexandra Stockli

Tailgate Toolkit
Coordinator,
Vancouver Island

Thank you to the VICA team for your hard work throughout
the past year. All of you have made a huge impact.

MEMBERSHIP DISTRIBUTION

VICA is a community of professionals ranging from general contractors and trade contractors to manufacturers, suppliers, and purchasers in the construction industry. Memberships remained stable in 2025-2026, with a total of 512 members. Of these, 17% are associate members, including professionals and public owners/agencies, while 83% are industry members.

Industry Members



Trade
Contractors



General
Contractors



Manufacturer
& Supplier



Civil
Contractors



Construction
Manager



Project
Manager



Bonding &
Insurance



Professional



Private
Owner



Design
Build

Associate Members



Ancillary



Professional



Public
Owner

12

16,428 Seals purchased



7,227 Statutory Declarations
signed for VICA Members



282 Document registrations
purchased

Thank you to our community partners who
contribute to our membership



COLUMBIA FUELS

TRAINING & EDUCATION

CONSTRUCTION EDUCATION IS BUILT AT VICA



The Education and Training Department performed well this year, with 551 participants and 12 new courses introduced. The most popular safety program was 3M Fall Protection, and the most popular course was Construction 101. Of the 71 contractor participants, 25 were from trades, 19 were general contractors, and 27 were from the civil sector.

VICA offered 17 in-person courses and 186 live online courses across the Victoria and Mid-Island regions. Growth within the department contributed to its financial success. The Education Department achieved a Net Promoter Score of 61, a "great" rating that indicates a strong likelihood that participants would recommend VICA courses to others.

Thank you to our instructors for supporting construction education.



"For 15 years, we have proudly partnered with VICA to deliver Gold Seal leadership training to their members. VICA's dedicated education team is a pleasure to work with, consistently demonstrating a genuine commitment to providing our industry with top-tier training."

~ Tim Williams, President of ConstructionU



"One of the things I enjoy most about partnering with VICA is their commitment to supporting the construction industry through accessible, high-quality training and education opportunities. VICA understands the unique needs of their members and works hard to connect industry professionals with meaningful learning opportunities that help them succeed."

~ Elyse Taylor, Founder & Principal Consultant
of Evolv3 Solutions



"VICA's staff and leadership truly understand the importance of building strong connections across the entire industry, especially with Project Owners. They've invested in those relationships in a way that gives Project Owners the confidence to participate in training alongside Consultants and Contractors."

~Debbie Hicks, President of DSH Consulting



RECRUIT. RETAIN. BUILD. BCCA HAS YOU COVERED.



LOOKING TO BUILD YOUR BEST TEAM AND CREW?

BUILDERS LIFE **TALENTCENTRAL**

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

STEP Skilled Trades Employment Program

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

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

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

connect

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

LOOKING TO RETAIN YOUR BEST TEAM AND CREW?

BUILDING BUILDERS

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

Builders[®] Code

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

Trades Training Fund **LINC CANADA**

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

bc | Employee **ca** | Benefit Trust

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

'TAILGATE TOOLKIT'

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

LOOKING FOR PROJECT OPPORTUNITIES, TO BUILD TRUSTED NETWORKS, OR FOR CONTRACT & PROCUREMENT ADVICE?

BidCentral™

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

BCCA INDUSTRY PRACTICES

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

PermitsCA

An online platform that provides early access to building and development permits so you can connect, pitch, and close before tenders hit the market.

CONSTRUCT YOUR FUTURE

CONSTRUCT
your future
youth employment program



The Construct Your Future (CYF) youth employment training program has had an exceptional year, continuing to deliver strong outcomes while expanding opportunities for young people entering skilled trades.

Creating inclusivity in the construction industry

Out of the 24 participants for the 2025-2026 year, 7 were women, 5 identified as Indigenous, and 5 identified as visible minorities, reflecting CYF's ongoing commitment to creating inclusive pathways into the construction and trades sectors.



CYF is a Growing Program

The continued success of CYF has strengthened industry confidence in the program and attracted new employers interested in recruiting young workers who demonstrate the attitude, work ethic, and attributes needed to succeed in the trades. This year also marked an exciting expansion beyond traditional land-based construction, with CYF establishing partnerships and employment pathways within the marine industry.



CYF Truly Changed Me As A Person

"The confidence I gained through the program has been life changing. By the end of the program, I had become more outgoing, more confident in speaking for myself, and more willing to take on new opportunities and challenges.

One of my favourite parts of the program was the work experience placements. They gave me the opportunity to explore different trades without having to immediately commit to one path. It allowed me to experience the day-to-day realities of different careers and discover what truly interested me."



CYF Grew My Confidence

CYF changed my confidence in ways I did not expect. Before the program, I never would have imagined myself stepping onto a construction site or pursuing a trade career. Through the work experiences, classroom learning, and support from staff, I became more confident in myself and my abilities. I learned that I was capable of much more than I had believed.



100%
Success rate in
securing full-time
employment

20
Companies
for speed
interviews



80
Companies
have been
involved
with CYF

CYF VICA Member Testimonials

"The dedication and passion that the program directors put in shines through every worker that we have had come to site. The fact that workers will show up prepared, excited, on time and ready to work speaks volumes of what happens behind the scenes at CYF.

~RTM Masonry

"The rigorous training program that ensures graduates take safety, site procedures, and quality of work with the utmost importance. Coming with a full set of tools makes arranging placement and the amount that can be taken at one time much more streamlined and simpler."

~ Compass Electric

"Graduates come in with a realistic understanding of the trades, an eagerness to learn, and an appreciation for the opportunities available within the construction sector. Programs like CYF help bridge the gap between education and employment while supporting the long-term development of our industry's workforce."

~ Green Island Builders Ltd.

CYF Looking Ahead

Looking ahead to the next fiscal year, VICA is excited to continue growing industry partnerships, expanding opportunities across sectors, and supporting even more youth in launching meaningful careers in the skilled trades. The demand for the program remains exceptionally strong, with an active waitlist of nearly 100 applicants, demonstrating both the need for and impact of CYF within our community.

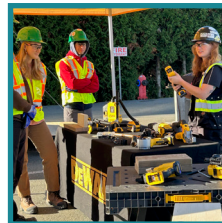
34

VICA members have participated in the CYF program



60

Companies helped with providing work experience



Industry Events & Engagement

Building Community Through Events

VICA events provide opportunities for members to network with like-minded individuals in the construction industry, and is a chance for VICA to show appreciation towards members. VICA hosted a total of 12 events, including the annual golf tournaments in Victoria and Nanaimo, the Summer Sizzler BBQ, the Vancouver Island Building Industry Awards (VIBI Awards), VICA Christmas Luncheon, and more.



MEMBER ATTENDANCE

A total of 1547 VICA members have attended a VICA event this fiscal year.



COMPANY ATTENDANCE

A total of 238 companies attended at least one VICA event during the year. This represents engagement from 47% of our membership, demonstrating participation while also highlighting opportunities for growth.



Construction
Month Breakfast
April 7/8
20



VICA
Conference
April 24



VIBI
Awards
May 30



Victoria
VICA Golf
Tournament
June 20



Summer
Sizzlers BBQ
June 25/ July 11



Event Highlights of 2025 - 2026

Thank you to all our sponsors and attendees for supporting our events. The opportunity to host these events helps to bring connection and networking to the industry.



Mid-Island
VICA Golf
Tournament
August 22



VICA Annual
General Meeting
September 25



VICA
Christmas
Luncheon
December 5



Nanaimo
Christmas
Open House
December 17



The Victoria Royals
Trades Night
February 21



TAILGATE TOOLKIT PROGRAM

Addressing the disproportionately high number of toxic drug deaths among individuals in the construction and transportation sectors, VICA continues to support the Tailgate Toolkit, a harm reduction program rooted in education, stigma reduction, and life-saving resources. Funded by the Ministry of Health, the Tailgate Toolkit delivers toolbox talks, leadership training, naloxone workshops, and region-specific resource guides to construction sites and companies across British Columbia.

This free program promotes awareness of mental health, pain management, substance use, and stigma while equipping workers and employers with practical harm reduction tools. Through education and open conversations, the program supports safer, healthier workplaces across the construction industry.



'TAILGATE TOOLKIT'



Tailgate Toolkit had a successful year, continuing to engage with the community and connect about the importance of harm reduction.

19,309

**TOTAL NUMBER OF
INDIVIDUALS REACHED**



9,107

Participants
in attendance

227

Number of
Toolbox Talks

72

Number of events
coordinators attended

10,202

Attendees at
events

883

Naloxone kits
given out

11,010

Resources
distributed

NETWORK COMMITTEES

VICA has four network committees that continue to grow and foster a strong sense of community within the industry. These networks include Women in Construction (WiC) and the Young Builder Network (YBN) in both Victoria and Nanaimo. The committees provide valuable opportunities for networking, professional development, and relationship building, whether members are new to the industry or looking to connect with like-minded professionals.

Women in Construction (WiC)

WiC Victoria and Nanaimo hosted 12 events throughout the year, ranging from networking minglers and educational opportunities to initiatives that empower women in the construction industry. WiC welcomed a total of 554 registrants during the fiscal year, reflecting strong engagement and continued growth within the network.



Younger Builders Network (YBN)

YBN Victoria and Nanaimo hosted 12 events in the 2025/26 fiscal year. Events include speed networking events, breakfasts, and comedy nights.

BCCA President's Message



As British Columbia's construction industry navigates one of its most challenging markets in recent memory, the value of a strong, connected industry network has never been more apparent. BCCA is proud to count VICA among our valued regional partners, and our collaboration continues to grow year over year.

Whether it's advocating together on issues like the Construction Prompt Payment Act, sharing resources and expertise, or simply ensuring contractors across the province have a unified voice, partnerships like ours with VICA strengthen the entire industry.

Regional associations understand the unique realities of their members on the ground, while a coordinated provincial voice ensures those realities are reflected in policy and advocacy at the highest levels. We do our best work when we work together.

Staying connected across the province isn't just good practice; it's essential. Challenges like rising costs, cash flow pressure, and regulatory change don't respect regional boundaries, and neither should our response to them. By working alongside VICA, BCCA is better equipped to advocate, educate, and support contractors from Victoria to the Interior.

We're grateful for this partnership and look forward to building on it in the year ahead.

Chris Atchison, BCCA President

CCA President's Message



The Canadian Construction Association (CCA) continues to advocate for policies and investments that support a stronger, more competitive construction industry. Working with local and regional partners, including the Vancouver Island Construction Association (VICA), CCA is ensuring that construction remains central to Canada's economic and infrastructure priorities.

Over the past year, CCA has advanced industry priorities on key federal issues, including faster approvals for major projects, trade diversification, workforce development, and procurement policies that better reflect industry realities. Through on going engagement with policymakers and a stronger national profile, CCA has reinforced the industry's role in addressing Canada's

housing and trade infrastructure, transportation, and economic challenges.

CCA has also pushed for more coordinated, long-term infrastructure planning. Federal initiatives such as the Major Projects Office and the National Infrastructure Assessment reflect many of the association's recommendations, helping create clearer project pipelines and more predictable approval processes for contractors.

At the same time, CCA continues to advocate for regulatory modernization, fairer procurement practices, and solutions to persistent labour shortages. Efforts to strengthen skilled trades training, improve labour mobility, and streamline immigration pathways are aimed at ensuring the industry has the workforce needed to unlock our full potential.

Supported by partners such as VICA, CCA remains focused on building a stronger workforce, more resilient supply chains, and the modern infrastructure Canadians need to support long-term economic growth and community development.

Together, we build Canada.

Rodrigue Gilbert, CCA President

BUILDERS LIFE
TALENTCENTRAL

BUILD YOUR TEAM WITH TALENTCENTRAL

POST JOBS.
FIND QUALIFIED CANDIDATES.

VISIT [TALENTCENTRAL.CA](https://talentcentral.ca)



British
Columbia
Construction
Association



YOUR INDUSTRY, YOUR VOICE

