



Vancouver Island Construction Association

Your blueprint for success | **2014**

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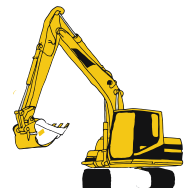
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Our Scope of Work (Our Mission)

As the Vancouver Island Construction Association (VICA), we serve our construction community: the institutional, commercial, industrial, civil and multi-residential construction sectors of the construction community on Vancouver Island, the Gulf Islands and other coastal areas of British Columbia. Our members come from all parts of our construction community.

Our Blueprint

We are our construction community's blueprint to success.

Our Foundation (Our Values)

Our foundation is integrity.

Our Keystone (Our Principle)

Our keystone is leadership.

Our Pillars (Our Functions)

- Advocacy – We are the unified voice for our construction community.
- Professional and Business Development – We build knowledge, skills and expertise in the construction community.
- Services – We provide services for our construction community.
- Governance and Operations – We safeguard and grow our association.



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MEET YOUR BOARD

ANGUS MACPHERSON, CHAIR



Angus Macpherson, owner and president of Cairnview Mechanical Inc., has over 30 years of proven leadership and management skills in the construction industry. In 2000, Macpherson founded Cairnview Mechanical Ltd., a company that provides mechanical system installations, replacements, repairs and 24-hour service work on a variety of building types on Vancouver Island and the surrounding Gulf Islands.

He has been actively involved in governance, restructuring, and strategic planning roles at a directorship level and understands the process and benefits of planned outcomes. Since 2004, he has been actively involved with the VICA Board and was an essential member of the VICA/MICA merger task team. Aside from VICA, Macpherson participates in various capacities on numerous boards and committees relating to the construction industry and the community.

DONALD G. CAMERON, VICE-CHAIR

Don Cameron, senior project manager with G&E Contracting Ltd., is a native Victorian with more than 35 years of experience in the construction industry. Cameron's early years were spent with Thurber Consultants and Levelton Engineering, where he received extensive training in geotechnical engineering, material testing, building and environmental sciences. In the late 1980s, he was employed with the Capitol Region District and played a key role in the development of the award-winning Hartland Landfill and the region's solid waste management plan.

Among his previous positions, Cameron has served on the VICA Board since 2008 and was a member of the MICA/VICA merger task team. He has also served three terms as president of the Island Equipment Owners' Association and is a past director of the B.B. Aggregate Producers Association. The former member of the Greater Victoria Harbour Divestiture Committee is also a past vice-president of the Gordon Head Soccer Association, and a nationally certified Level 3 coach.



PETER WHITE



Pete White has worked as an estimator and construction manager for 35 years. White recently moved to Scansa Construction Ltd. where he works as Business Development and Chief Estimator. White graduated as a building technologist from the British Columbia Institute of Technology in 1979 and holds a Gold Seal as an estimator. He has also provided construction management services to the organizing committees of several major sporting events over the years, most notably the 1996 Summer Olympics in Atlanta, Georgia; the 2010 Winter Olympics in Vancouver, BC; the 1999 Pan American Games in Winnipeg, Manitoba; and the 1994 Commonwealth Games in Victoria, BC. White has served on the VICA Board of Directors, the BCCA Board of Directors, and now the newly formed Deputy Ministers Industry Infrastructure Forum committee.

ALAN FLETCHER, TREASURER

Alan Fletcher is the president and founder of AFC Industries Ltd. and has owned and operated successful construction companies in Victoria and Courtenay-Comox over the past 20 years. His companies specialize in commercial, light industrial, multi-family, as well as award-winning custom homes. As a ticketed carpenter and joiner with 30-plus years in the construction industry, Fletcher takes pride in balancing project costing with quality construction and creative design. Over the years he has been a speaker at several conferences targeting the construction and development industry.



ANTHONY MINNITI, SECRETARY



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

SHELDON SAYWELL, DIRECTOR

Sheldon Saywell, owner and operator of Saywell Contracting Ltd., has over 25 years of experience in construction. An active member and advocate within the industry, he serves as secretary on the VICA Board of Directors and holds positions on various related committees. As a Canadian Construction Association Gold Seal-certified owner, Saywell has and continues to produce quality multi-residential and commercial projects, as well as undertaking building envelope remedial work throughout Vancouver Island. A member of the MICA Board for four years, Saywell was also a member of the four-person merger task team that oversaw the recent VICA/MICA merger.



MARLON BROWN, DIRECTOR



Marlon Brown started his apprenticeship as a tile setter 24 years ago and has spent the last 15 years in Nanaimo. After moving to Nanaimo, he took over and built up one of the Island's premier tile stores, Cornerstone Tile Ltd., to include floor preparation and has expanded its operations to tiling cruise ships all around the world on lines such as Holland America and Crystal Cruise, with the most recent ships being in Singapore, Spain, Germany and the Bahamas.

Brown joined the MICA Board in 2009 and shortly thereafter held the position of treasurer for two years. He was also fortunate enough to see the transformation from MICA/VICA to one island voice and sit on the amalgamated board.

Today, Brown and CST are continually active in the community with events and sponsorships, helping to create a stronger community and construction association.

MEET YOUR BOARD



ERIC ULRICH, DIRECTOR

Raised in Port Alberni, Ulrich moved on to Vancouver to attend the Sauder School of Business at UBC. After graduating with a Bachelor of Commerce Degree in 2001, he spent the next few years working in construction-related sales roles as a means to fund his backpacking adventures through Europe, the Middle East, Australia and Asia. In 2009, he moved back to the island to join the family business, working as a project manager with Playsted Sheet Metal Ltd.

Ulrich has been involved with VICA in many ways since he began work with Playsted Sheet Metal, including actively participating in the Young Construction Leaders Committee (or U40 as it is now known), the Construction Careers Committee, and the Trade Contractors Council. He has also recently taken on the position of business manager for the Vancouver Island Sheet Metal Contractors Association and is involved in the Greater Victoria Division 15 Sub-Trade Bid Depository Committee. Ulrich is happy to be able to give back to the construction community and to help shape the industry on Vancouver Island for years to come.

GERRIT VINK, DIRECTOR

Gerrit Vink has more than 12 years of construction experience with progressively increasing responsibility levels. Having started as a junior project manager with Farmer Construction Ltd. in 1999, he has since progressed to project manager, senior project manager, and now manager of operations.

Vink was born and raised on the Island and completed his post-secondary education at the University of Victoria, graduating with a Bachelors of Mechanical Engineering. He is also a Gold Seal-certified project manager and has significant experience with Leadership in Energy and Environmental Design (LEED) projects.

In addition to joining the VICA Board of Directors in February 2010, Vink is a past chair of the Young Construction Leaders Committee (YCL), now U40, and has participated on the General Contractors Council and BCCA CM Task Force, and has attended the 2010 BC Construction Association (BCCA) summit and Canadian Construction Association (CCA) conference.



TODD SKELTON, DIRECTOR

Todd Skelton, production manager and safety officer for Independent Concrete Ltd., has been in the concrete industry for over 25 years. He is motivated and dedicated with extensive experience, overseeing production and safety issues in the workplace.

Skelton also sits on the board of directors for the Island Equipment Owners' Association, and he is a past chair of the Construction Careers Committee for VICA. He is also involved in WorkSafeBC's Heavy Metal Rocks Program and is responsible for mentoring high school students on machine operations, safety and capabilities.

More recently, he received the Innovation Award for creating a solution to a workplace risk and was part of a team that achieved the Performance Award two years in a row for maintaining an excellent safety record from the BC Ready-Mixed Concrete Association (BCRMCA) and the BC Construction Safety Alliance (BCCSA).

DAVE FLINT, DIRECTOR

Dave Flint of Flynn Canada has more than 30 years experience in the construction industry. Starting as a sheet metal apprentice in 1980, Flint took every available opportunity to learn more about the industry and cultivate his career. By placing emphasis on profitability, communication and mentoring, he built a successful roofing and cladding company from the ground up. In 2003, Flint sold his interest to Flynn Canada Ltd. and started the most recent phase of his career as a partner in this national construction firm.

Recognized as a team player and a leader with forward-thinking ideas, he has contributed to the growth of the company locally on Vancouver Island, as well as regionally. Currently on the VICA Board of Directors, he also served for a period on the Board of Directors for Roofing Contractors Association of BC (RCABC) and held the post of president for a two-year term.

A passionate sports coach, Flint has served on the boards for various community sports organizations as well, such as the Saanich Peninsula Basketball Association, the Peninsula Lacrosse Association and the Peninsula Soccer Association.



TYLER GALBRAITH, DIRECTOR



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

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

ROGER YAGER, DIRECTOR

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

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



Two Gents, One Question



VICA leaders share vision for the future and their #1 initiative for 2014-15

By Jillian Mitchell

Sitting down with Greg Baynton and Angus Macpherson, I couldn't help but feel as if I were chumming with two of my pals. The men, both welcoming and jovial, exuded qualities that you would hope to find in a comrade – friendliness, intuitiveness, and a deep passion for what they do – undoubtedly, all qualities that well-serve an association CEO and Chair.

And although the three of us, I'm sure, could have chatted all day, I had but one objective, during this meeting: to find out their number-one association initiative for the 2014 year. Interestingly, a full-circle dialogue ensued with complementary responses from both Baynton and Macpherson – or as I now know them, Greg and Angus.


Jillian Mitchell: *Gentlemen, I have one question for you today: what is your number-one association initiative this year, the one that most lights you up?*

Angus Macpherson: We've done so much in the last few years. It almost feels like we need to back off and pause before we move forward. I'm looking forward to having a renewed strategic plan in place; that's really an important next step for the association. But the modernization of the BCCA has been met with some trepidation, because we've come through a recent merger of our whole island association and that was very onerous work. There's a lot of emotion behind it.

Greg Baynton: Angus is actually approaching what I would've said is number one, but from a different perspective. It's interesting, they're actually converging ideas.

Our association has been around for 100 years; we're one of the oldest. BCCA has been around 60 years. We've had the models which is pretty typical across Canada for a very long time. The reality is, the construction business is in a state of very rapid change. The ground is literally moving under our feet sometimes, and sometimes a lot of the time. It's really caused the associations to look at their relevancy, their service model, their business model.











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communication, leadership – and we're looking at what does that mean for business. It's safe to say how you're doing business today, Angus, is different today than it was 18 months ago, would that be fair to say?

AM: Yes, I think so. The changes in construction aren't coming – they're here. And things that are driving the changes, from the way we traditionally procured projects to the green-driven agenda to emerging technologies ... there are companies that probably aren't even in existence yet that are going to be doing some of that work in the next two to five years, and potentially new members for our association. Those are changes that are in process. So from that perspective, it's exciting. We don't know what we don't know, and sometimes that can be scary but it can be refreshingly exciting.

GB: Yes, I don't think the story's so much about the BCCA and the modernization as it is about associations feeling the need to look at how they're doing business. I

think it's about evaluation and developing a strategy going forward, would you say, Angus?

AM: Yes, I would.

GB: I don't think any one person has the answers; I don't have them all. Through the collaboration of the board and through all our young professionals on the U40 and Women in Construction that bring a lot of passion to the association, we'll figure that out. It warrants serious reflection, and we don't just want to react. We want to really think about our plan, what we see coming our way, not today but 10 years out.

AM: There's a lot of, what I will call, white noise in the industry. I see our association being the filter and for our membership to come to us and say, "Give us the real story." And hopefully through the communications we're doing, that's the filter our membership needs. Without belonging to the association, it's a bunch of white noise, and I think where we can play a pivotal role is being that filter

and get the messaging clear and targeted. And also, with the modernization piece we just talked about, that becomes one of the drivers of the association – getting the information out.

GB: That's the challenge of the information age. There's so much of it that it just becomes noise. You don't know what to rely on.

AM: And if you're looking for a sign, it gets lost. There are too many signs!

GB: And if you don't have that filter, the risk is paralysis; you do nothing – or you keep doing what you've been doing, which isn't going to work in tomorrow's economy.

AM: Or you wait to see what the herd's doing.

GB: Right. The filter is giving our members some real facts. It's raising awareness. And that brings me back to [the number one initiative for me]. We've always



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been a contractor-centric, an industry-centric organization and there was lots of discussion about whether we need to be more than that when we merged the association. And the answer to that was a resounding yes.

So now our constitution and bylaw says "construction community." The thinking was that we need to have owners and consultants sitting here on our board. So the most exciting thing I'm working on right now is a concept called the Vancouver Island Construction Council.

For the last 20 months or so, I've been engaging solutions-oriented owners and consultants around their fears and expectations, what the value for money means to them, and how they actually do that in a fair and transparent way. In speaking with them, they are really excited with this idea and collaborating with the industry.

On January 16, we had a meeting of the Vancouver Island Construction Council founders – 30 people representing contractors, owners and consultants – and

we got incredible feedback. So from that session they appointed eight people to build a framework for moving this forward where we can have ongoing interaction with the various owner sectors.

One of the owners' concerns is whether the construction industry has the capacity to build everything they want to build over the next 10 years. Now, we didn't try to fix anything in that first meeting, but there were common themes. There's a keen appetite for us as the construction community to interact at a level we've never done before, and I think that really sets the stage for positive change.

And it isn't just members only; it will be an arm's length from VICA. We'll be able to bring a lot more value to our members and will have a different relationship with them, one of collaboration. At the end of the day, their objective and our objective is exactly the same – successful project outcomes. So let's work together at delivering them.

AM: The educators like colleges and universities are another entity to invite into

the council. Ultimately, the educators need to know what industry needs. It would be nice to see that education component put to good use right out of the gate, and I think that efforts are being made. It's about the combination of theory and practice to get the quality candidates we need. It's very exciting and really a new gateway for us.

GB: So you can see when you take on both those initiatives – Angus talked about modernization; I'm talking about new relationships with our members' customers and the consulting community – it's all about understanding the future and about where those opportunities lie. It's about working together and all the good stuff that comes out of it.

In the eight years I've been here, I think this is probably one of the most exciting things I've been part of. And of course, working with someone like Angus is an absolute delight and an honour.

AM: Ditto! ♦







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DANIEL BEHRENS, P.ENG

- *Project Manager, Knappett Project Inc.*
- *Chair, VICA U40*

“Try out the industry at ground level first.”

What initially attracted you to industry?

As far back as I can remember I have wanted to build things and understand how they work. I originally went to university with the intention of becoming a structural engineer. I wanted to design what people built, or at least I thought I did. Then during my internship program I listened to some advice from a very successful engineer/contractor and worked for a construction company. I have loved it ever since as I enjoy the constant challenges, changing work environments, and never-ending problem solving that this industry provides.

Why was it important for you to join U40 – and what role does U40 and likeminded community-focused networks play in industry?

I decided to join the U40 network as a way to meet other people in our industry. I was a newcomer to this area and I wanted to network with other people working in the same industry. I also think it is extremely important to give back to the community we live in. This group was a good fit as it allows us to network and have fun, while being able to help the community through charity projects.

The upcoming skills shortage is on everyone's mind. In your opinion, how can industry best attract and secure workers, particularly young professionals?

The perception of what makes a successful person in our society has to change. In my opinion, this is one of the only ways to make a significant difference in the amount of people who consider working in the trades as a legitimate career option. For the last 20 years or so, the idea of what the basic education requirement is to find a good job has changed from a high school diploma to a university/college degree. Many of which actually do nothing for the career you end up pursuing after school.

The construction industry, especially the skilled trades, is a good place for young people to get a career that can be very rewarding financially while providing a challenging environment that allows you to grow into almost unlimited possibilities. The key for us as people working in this industry is to get this message out to the future generations. To try and change the stigma of the trades so that these young adults and their parents think this type of career is something worth looking at.



What are your top three tips for young professionals looking to enter the construction sector?

1. I would recommend any young professional that is interested in working in this industry to try it out at ground level first. Get onsite and learn what the industry is about. It is one thing to learn the technical aspects in school or in the office; it is a completely different experience to be onsite and working through problems with the construction team. Even if it is for a short period I think the experience gained will help you throughout the rest of your career.

2. I would also recommend that they try and learn as much as they can about every aspect of our business. Don't let yourself get pigeonholed into a position early in your career. Ask to try out the different positions available in your company to see what fits you best.

3. Find a mentor in your part of the industry (not necessarily part of your company), but someone who does what you want to do and learn as much from them as possible. Experience is huge in this industry and this is a fast way to learn from other people's mistakes. ♦



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CHRIS LYONS, P.ENG

- Senior Construction Manager, Omicron Construction Ltd.
- Vice-chair, VICA U40



“Do your research, find a job in construction you’re passionate about.”

What initially attracted you to industry?

I was involved in construction from a young age and was always attracted to the excitement, constant change and ongoing challenges.

Why was it important for you to join U40 – and what role does U40 and likeminded community-focused networks play in industry?

The U40 Committee is a great place to network and socialize with people of a similar age and career path. We’re able to learn from each other and team up to give back to the community, while having fun at the same time.

The upcoming skills shortage is on everyone’s mind. In your opinion, how can industry best attract and secure workers, particularly young professionals?

Advertise the opportunities in Victoria and on the island and promote the lifestyle here over other locations, promote training in schools and push for availability of post secondary programs.

We encourage employers to push their younger employees to get involved in the U40 committee. The contacts and networking opportunities far outweigh the minimal impact to your schedule.

What are your top three tips for young professionals looking to enter the construction sector?

1. Research and find a job in construction you’re passionate about.
2. Find a mentor who’s been through what you’re trying to do to provide you with advice.
3. Try to find a school program that incorporates work experience so you can gain experience while trying out different jobs within the discipline you’ve chosen. ♦



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“Get out there and network ... it's fun!”

KRISTEN ALLEN, B.A. (HONS.)

- Sales Consultant and Project Manager, KONE Inc.
- Events and Communication Co-Director, VICA U40



What initially attracted you to industry?

The dynamic nature of the industry is really interesting to me. As a child, I spent a lot of time in my grandfather's machine shop, so I've never been afraid of getting my hands dirty. I like being challenged in my work and there's never a boring day when you're in construction.

Why was it important for you to join U40 – and what role does U40 and likeminded community-focused networks play in industry?

It was important for me to join U40 because having a group of people you can turn to for advice, information and even just friendship – even when you are competitors in business – is essential to succeeding in this industry. The only way I saw that happening was to get out there and meet others my age that are in the same industry and have similar experiences. When I was introduced to the idea of the U40 group, it was an opportunity I couldn't pass up and it's turned out great!

I think the U40 plays a huge role in the community and stands to make a huge impact in the coming years. We are the future of the industry in this city, and the decisions we make and projects we take on now will change the community now for the better and in the years to come. Our most recent legacy project has created a better learning environment for the community around Esquimalt Gorge Park and our fundraiser event for the Dandelion Society will hopefully make an impact and continue to improve the lives of those the society supports.

The upcoming skills shortage is on everyone's mind. In your opinion, how can industry best attract and secure workers, particularly young professionals?

I think creating awareness about the industry, especially in schools, is the key to attracting and retaining a strong labour force for the future. A common mantra I heard growing up was, “Graduate high school, go to university, get a degree and then a desk job,” but not many extolled the virtues of a career in the construction industry and the opportunities that exist. The baby boomers are hanging on to their jobs longer than previous generations; corporations are moving their labour forces overseas and making cutbacks at home – a career in the construction industry could be a no-brainer for many and they need to be aware of it.

Being a woman in the construction industry is no longer an anomaly. There is an ever-growing number of women in both offices and in the field and we are seeing gender stereotypes disappear from the industry. If you are a woman looking to get into a challenging and rewarding career, don't be afraid to look into construction. The opportunities are vast, gratifying and only stand to grow in the coming years.

What are your top three tips for young professionals looking to enter the construction sector?

1. Get out there and meet others in the industry. Networking is fun and important!
2. Don't take it personally in the event of conflict. It is bound to happen – just make sure the job gets done.
3. Seek advice from experienced mentors. They have seen and been through it all and have lessons learned you can benefit from. ♦

The Changing Face of Construction

Construction is a dynamic and progressive industry. We see it and experience it every day. But we also take it for granted. All of us have a responsibility to share our interest and passion for construction and to communicate it.

VICA is leading this conversation through its outreach groups: Women in Construction (WiC), U40 and Construction Careers Committees.

TO ATTRACT WOMEN:

- We aren't going to solve the looming labour shortage by looking at just 50% of the population.
- Make it an option. Put it on the table. Construction is as much a valid career choice for a woman as it is for a man.

VICA's WiC group is leading this conversation providing a forum for women in the industry.

TO RETAIN AND ENGAGE THE NEXT GENERATION OF INDUSTRY LEADERS:

- Construction is all about experience. Give your younger employees the opportunities to get experience.

- Push your employees to step outside their comfort zone to gain the experience they need.

VICA's U40 group is leading this conversation by providing networking and professional development opportunities to the "up and comers" in the construction community.

TO INFORM YOUNG PEOPLE LOOKING FOR A CAREER:

- Talk about the wide range of career options and paths to follow.
- Tell them about why you've stayed in the industry (hint: it's because there is a tangible end result: you built something.)

VICA's Construction Careers Committee is leading this conversation by reaching out to schools and colleges.

Katy Fairley manages business development for Kinetic Construction's three offices. She is the founder and chair of VICA's Women in Construction [WiC] and a member of U40. ♦



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Eric Ulrich, B.Com, GSI

- Project Manager, Playsted Sheet Metal Ltd.
- Construction Careers Co-Director, VICA U40



“Find a mentor!”

What initially attracted you to industry?

I started in the industry during the mid-2000s, when contractors were enjoying what is arguably the biggest boom in recent history. I was attracted by an opportunity to make a lot of money. While that is no longer the economy we are operating in, I have found the daily challenges of managing in the construction environment and the prospect of a recovering economy keep me excited about going to work every day.

Why was it important for you to join U40 – and what role does U40 and likeminded community-focused networks play in industry?

It was important for me to join the U40 to start building personal relationships with the people I will be doing business with for the next 30 years. In construction, it can be as much a case of who you know as it is what you know that will open the doors to success. In an industry led primarily by the baby boomers, I believe the U40 offers an energized group of professionals taking the steps to ensure a smooth succession from the retiring generation.

The upcoming skills shortage is on everyone’s mind. In your opinion, how can industry best attract and secure workers, particularly young professionals?

I think it is important to change the perception of a career in construction. Whether it is a job as a tradesperson, or an office-based position like estimating or project management, construction offers many challenging and high-paying opportunities. I believe construction also offers potential entrepreneurs one of the quickest paths to business ownership, with some trades requiring minimal capital investment.

When I was in high school, trades were perceived as a last-resort or less-appealing occupation. However, almost 20 years after graduation, it is apparent that the tradespeople have enjoyed as much financial success as the university grads – and with a lot less debt. Whether it is through a traditional route of an apprenticeship, or going to college for an industry related program, there are many opportunities for a successful and rewarding career in construction.

What are your top three tips for young professionals looking to enter the construction sector?

1. Start your career with a well-managed company that has a good reputation.
2. Find a mentor and learn as much as you can from them.
3. Don't get discouraged if you have to start at the bottom. With drive and determination, the opportunities to move up the ladder will come quickly. ♦

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Women in Construction

VICA'S Women in Construction is changing perceptions



*Katy Fairley,
Kinetic Construction Ltd., WiC Chair*

The women hail from all facets of the construction industry and unite in one common goal – to support each other and industry.

As Chair Katy Fairley recalls, the Vancouver Island Construction Association's (VICA) Women in Construction (WiC) group started organically, with VICA was an early champion. The association sponsored the group's first meeting, and in December 2013 VICA voted to make the group an official association committee. Two members of the VICA staff, Rosie Manhas (Director of Operations) and Karen Galbraith (Victoria Service Assistant), soon joined the new executive.

Today, WiC has grown from the initial 25 members to 120 – and the numbers continue to climb. Approximately 40 women from all sectors of the construction community eagerly attend the monthly meetings hosted by the group that is just shy of its one-year anniversary.

"Construction is a dynamic, ever changing and progressive industry. WiC provides a forum for women who are passionate about construction," says Fairley, business development lead for Kinetic Construction Ltd.

The inclusive group provides many career and personal development opportunities to women in the construction community on Vancouver Island. WiC highlights include a presentation by Sarah Clark (CEO of Partnerships BC), a panel discussion with women from across the construction community,

and a site tour of Hillside Centre's \$65-million redevelopment project led by the project's general superintendent. All events to date have been well-attended, says Fairley.

"We have a fantastic cross-section, a really diverse range of people who are very smart and savvy in what they do. If they feel they are a woman in construction (or even just a supporter) then they are welcome and encouraged to attend," she says of the WiC attendees. "The group has exceeded everyone's expectations – I can't wait to see where the next year will take us."

Future plans for the group include a continuation of their outreach to high schools, educating young women on their career options in the construction industry. There is also a push to attract more women tradespeople to WiC meetings and events.

As Fairley confirms, putting a career in construction "on the table" for women is integral for the future of industry, particularly in regards to the projected skills shortage.

"We hear a lot about is how many jobs are going to be left unfilled by the labour shortage. You're not going to solve the labour shortage by looking at only 50 per cent of the population," says Fairley. "By not addressing the gender issue, you're really doing a disservice to the issues facing our industry. ♦"



The Leaders of WiC



CARLEY DE GOEDE

- Security Assistant & ACSO, Seaspan Victoria Shipyards; WiC Committee Executive
- Years industry: 4



When did that first ah-ha moment strike when you knew the construction industry was for you?

I grew up in a large family of construction-working men, so when I was offered an admin position at Stuart Olson Dominion I knew it would be a place I was comfortable. As soon as I realized how much room there was to grow and to learn, I was pretty much

hooked. However it wasn't until I took on the responsibility of the site progress photos that I was really hooked. Going through the site and seeing the actual work getting completed made all those shop drawings, RFI's and change orders I processed come to life. It really made me feel a sense of accomplishment, that's when I knew I planned to make my career in the construction industry.

How did you find out about WiC, and what motivated you join the group?

When I started I was the only female on my jobsite and had often wondered about other women in the industry, and if they had all the same experiences I did. As a female I had many

positive experiences, but also the odd negative one here and there and imagined that it was probably similar for most women in this industry. I wanted there to be a way for women to connect.

I started working with Katy Fairley and she spoke about how she thought there should be a group for women in the construction industry. She had been in talks with VICA about potentially starting a group and I was thrilled to invite myself along! I see the excitement at the meetings and the positive effects on the people attending them. That for me solidifies that the group is needed and appreciated, and as long as it is needed I'm happy to put in the time.

Favourite WiC moment?

One of my favourite WiC moments was seeing the turnout at the first meeting and seeing how engaged and excited everyone was to be there. It being the first meeting I was nervous no one would show up – or people would be bored. My worries couldn't have been more unnecessary and that was a great moment. The feeling of camaraderie, excitement and that this really was a group that was needed definitely brought on some happy tears.

In your opinion, what is the perceived value of WiC?

What role does it fill in industry?

I think that every individual that takes part in anything WiC probably has their own individual reasons for needing/wanting a group like this and gets their own individual value out of the group. One role WiC has been focusing on, and that I feel very strongly about, is promoting the construction industry as a viable career choice for women. The industry always needs people and I think WiC's promotion of the industry will help to bring in great people. ♦

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The Leaders of WiC

When did that first ah-ha moment strike when you knew the construction industry was for you?

My ah-ha moment? During a job interview with an architecture firm I found myself explaining how I had tied rebar on the foundation of my own home. The look of surprise in their eyes amused me. In that moment I knew that this is where I could find my next career. I soon learned that I had an intuitive understanding of the industry balanced with an entrepreneurial spirit. Despite the sometimes taxing project timelines, I still feel the adrenaline rush when the final project comes together.

How did you find out about WiC, and what motivated you join the group?

I was looking for ways to connect further within the Island construction industry and had begun looking at what VICA could offer. At the same time, Katy Fairley and I met, and I started to attend some WiC events. At inception of WiC, events were well-attended and it was clear that there was room for extra help.

Favourite WiC moment?

When as a board we meet, the ideas start flowing, collaboration is at its best and events are created that benefit

those women that are in construction. In those moments you know you are right where you belong.

In your opinion, what is the perceived value of WiC? What role does it fill in the industry?

United we stand; divided we fall. Through thoughtful organization we will be able to influence how the industry views women,

demonstrate to future generations that there are careers awaiting them and that, yes, we can do it! Collectively, we have the ability to influence change and to raise awareness of the talent that resides within this community of women. I wanted to be part of this dynamic group and influence change. ♦



NETTA DOUGLAS

- Marketing and Business Development, Stantec Consulting Ltd., WiC Committee Executive
- Years in the Construction Industry: 9



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The Leaders of WiC



CHERYL HARTMAN

- Marketing and Business Development, Stantec Consulting; WiC Committee Executive
- Year in industry: 23



When did that first ah-ha moment strike when you knew the construction industry was for you?

I think my ah-ha moment didn't actually hit me until after I was in the construction industry for two years. The company I was working for just finished one of the first major condo developments in downtown Vancouver. I was showing my mom the project and said I helped build that. After I said those words, I knew that this was my career.

How did you find out about WiC, and what motivated you join the group?

I saw an advertisement through VICA and thought, finally! I had been waiting for a group like this for the last 10 years. I joined the group because I couldn't wait to talk to other women in the industry about their experiences. I joined the board because I feel very strongly about having women in trades getting involved in the group. One thing that I have noticed is that in the professional career area of construction women have stronger numbers than in the trades.

Favourite WiC moment?

My favourite moment was the first meeting. It had a supportive feeling about it right away, and I was so excited that a group like this actually had formed.

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In your opinion, what is the perceived value of WiC? What role does it fill in industry?

I think WiC's value is giving support to all women in construction. Even though in the last 20 years there are way more women working in different aspects of construction, it can still be a "man's" world. I think it allows women an opportunity to start networking. It may begin with the group, but the networking then grows to outside the group.

The number of women working in the trades is starting to grow, and I am hoping that by having trades women coming out they will realize that there is a huge network out there. It is important to me because when I first started in construction 20 years ago there were very few women working on the tools. It sometimes can be an overwhelming feeling and it is no different in the professional side of construction. I think with part of the support of the group offers is that women can go to the meeting and look at all the different careers and experience in the group and say to themselves, "Yes I can do this!" ♦

The Leaders of WiC



KATE ULMER, P.ENG

- Senior Structural Engineer, Herold Engineering Victoria; WiC Committee Executive
- Years in industry: 14



When did that first ah-ha moment strike when you knew the construction industry was for you?

I wanted a career where I could work as part of a team to create something tangible. I enjoy collaborating with other designers, contractors, and trades, and it is so rewarding to see a brand new building completed and know that I was part of making it happen.

How did you find out about WiC, and what motivated you join the group?

Katy mentioned the idea of WiC at another group we are both members of; I was a member of the Canadian Construction Women Organization when I lived in Vancouver and I felt a Victoria WiC group would have great potential.

Favourite WiC moment?

Every event we have held has been a great success, the number of women turning out to events has been encouraging. We have upwards of 35 women attending each event, and the feedback from members has been very positive. My most favourite moment would have to be our recent

continued on page 32

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The Leaders of WiC

event in which Sarah Clark and Susan Tinker (President and Vice President of Partnerships BC) came to speak to our group and stayed for the evening to socialize and network with our members.

In your opinion, what is the perceived value of WiC? What role does it fill in industry?

The value is in raising the profile of women in the construction community. There are many of us actively participating in this industry,

but I think in some ways women in construction are still considered to be a bit of a novelty. WiC provides a platform to showcase the successes that women have had in this industry, and an opportunity to educate about the variety of career paths for women in construction. Our events are also a great chance to network with a diverse group of people that represent a variety of positions within the construction community.

I am so excited about the turnout to WiC events and feel that it is very

important to keep up the momentum and ensure that future events continue to be well attended. A particular goal for membership and recruitment is to be fully inclusive of women from all facets of the construction industry, from trades, manufacturing and design, to administrative, marketing and management. Bringing together women in construction from all backgrounds to actively participate in the group is an important part of the success of WiC. ♦



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STEP on the Gap

Bruce Lund, STEP Provincial Manager,
discusses upcoming skills shortage



The upcoming skills shortage is on everyone's mind. But let's begin with the facts, Bruce. What sort of projections are we looking at?

Bruce Lund: Approximately 30,500 people by 2021, according to a recent BuildForce report. We believe that's a conservative estimate, particularly given the resource development coming in the North.

What are your thoughts for the future of BC's construction industry – can this gap be filled?

BL: It will take a concerted and collaborative effort from industry, government, educators, and British Columbians at large to make the shift needed to fill the projected skills shortage, but it can be done.

How can STEP assist in this call to action?

BL: STEP is highly unique in that it is a demand-driven employment program operated by the construction industry: we start with the employer who has a job to fill, and then we work to find highly suitable candidates for the employer to consider. With over 60 Regional Employment Placement Specialists in 15 offices across the province, STEP has the capacity to meet with any construction employer that is getting ready to hire and to source the right candidates from anywhere in the province.

What stats can you share regarding STEP's successes to date?

BL: In 2013-14, STEP placed close to 3,000 British Columbians into construction jobs. Since STEP was first launched about eight years ago, we've placed 9,000 people into construction careers, often helping them get job-ready

as part of the process – all at no cost to the employers or the job seekers.

STEP's partnership with employers – what role does this play in addressing the skilled labour shortage?

BL: STEP literally operates as a strategic HR service for BC's construction sector, where most employers are small (less than 10 employees) and not always able to devote the time necessary to sourcing skilled workers. This is going to be increasingly important as the sector continues to heat up and large employers are looking to hire multiple employees at one time.

STEP knows where the jobs are, and STEP knows where the right potential candidates are too. On Vancouver Island STEP can be found at the VICA office in Victoria and in Nanaimo. We have several STEP reps on the island as well. It's important to recognize that not only

does STEP source the right candidates for job openings, it can provide resources to that candidate to get them job-ready (i.e. safety gear, training for the certificates needed for the job, and much more).

How can interested individuals get connected with STEP?

BL: There are two offices on the Island: the Victoria STEP office is located in the same building as VICA, at 1075 Alston Street. Employers can walk in, call STEP at 250-361-1607, or contact them through the website (www.stepbc.ca). There is also an office in Nanaimo at 5-1850 Northfield Road (250-585-0575). It's very important for employers to understand that they do not pay for the STEP services, and that, unlike other programs, STEP is a construction sector employment service that connects them through the local office to the entire province. ♦



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If you are interested in furthering your career, joining an association is a good start. More than providing opportunities for networking, associations dedicate substantial resources to the education and professional advancement of their members, while championing charitable causes and enhancing professional standards in the community. “Every organization, whether it’s been operating for decades or is just

establishing itself, identifies a common interest, need or concern; agrees that change is required and that a collective effort is stronger than that of an individual; assesses the resources needed to bring about the desired objective; and establishes a strategic framework to achieve its goals,” says Dave Cybak, Executive Vice-president, Canadian Society of Association Executives (CSAE). “In their absence, other

institutions—many of which are coming under increasing economic pressures and social expectations—would face additional burdens in the areas of product performance and safety standards, continuing education, public education, professional standards, ethics, research and statistics, and community service.” In Canada, the construction sector employs 1.27 million Canadians—approximately 7 per cent of the nation’s

In Canada, the construction sector employs 1.27 million Canadians – approximately seven per cent of the nation's total workforce, as estimated by the Canadian Construction Association (CCA).

total workforce, as estimated by the Canadian Construction Association (CCA). Organizations like the CCA represent more than 70 local and provincial integrated partner associations, together advocating 17,000 members firms. Locally, the Vancouver Island Construction Association (VICA) represents the voice of Island construction and its 500-plus member firms.

With this comes much responsibility, and the nation's associations are clear on their prerogatives. Most have as one of their objectives the need to serve the public interest, while others exist to share industry statistics and market trends, or to keep up with technological advances in a fast-paced information age. However, most can agree that the focus remains on improving the physical and social quality of life in communities—and they do so following this list of priorities.



- Establish professional, performance and safety standards, ethical codes of conduct, and other guidelines;
- Develop and disseminate valuable information that might otherwise be unavailable and enhance their awareness of the issues confronting industry;
- Educate their members on technical and scientific matters, business practices and legal issues to elevate the quality of member organizations;
- Raise funds that positively impact the communities and regions in which they operate, as well as the provincial, national and international programs and causes they support; and
- Play a constructive role in public policy process through the provision of information, research and statistics.

The Vancouver Island Construction Association provides a unified voice for the Vancouver Island construction industry. Contact member services today to find out what VICA can do for you.

VICA (Victoria office)
(250) 388-6471
memberservices.victoria@vicabc.ca

VICA (Nanaimo office)
(250) 758-1841
memberservices.nanaimo@vicabc.ca

Footnote: The above list comes courtesy of CSAE. CSAE promotes the value of not-for-profit organizations to Canadian society by reinforcing and advancing the excellence and professionalism of its members through relevant education, advocacy, information and research. ♦



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Healthy Employees Bring a Healthier Bottom Line

By Kevin Zakus, CEO, BCCA Employee Benefits

We know you care about your employees, but do they know?

Communicating to your employees that they are important to you is something that might be overlooked. You expect that they know that their health and well-being is important to you. Caring about your employees means that you want them to be healthy for themselves, but also that they are healthy and able to work productively for you.

Having healthy employees means lower costs for employers. Employees that are sick, involved in accidents, or who have mental health or addictions issues quite often miss work. Absent employees cost employers money. Statistics Canada has reported that an estimated \$12 billion is lost to workplace absenteeism each year, and studies show that companies spend 5.6 per cent of their payroll on absenteeism.

Then there are the benefits costs associated with sick or injured employees. Keeping employees safe and healthy at work and home means that there are fewer Worksafe BC, short-term disability and long-term disability claims, and reduced costs for prescription drugs

and other extended health care services, like therapists. When you factor in loss of productivity, higher benefits costs, disability claims and temporary staffing, having healthy and safe-aware employees can improve payroll costs by up to 10 per cent.

Employers can play a role in ensuring that their employees remain healthy. Through work safety programs, as well as health and wellness programs, employers can promote awareness. A 2011 healthcare survey by sanofi-aventis indicates, "A strong majority of plan members (72 per cent) feel their employers should be highly involved in encouraging healthy workplaces and employees."

Employees are saying that they would like health and wellness programs to be available. At a recent BCCA Employee Benefits event, benefits administrators at construction companies came up with suggestions for incorporating healthier choices into the workplace:

- Lunch and learn education
- Promoting the Employee and Family Assistance Program (EFAP)
- Providing showers/bike racks/access to fitness facilities or memberships

- Lunchtime walking groups
- Cooking/nutritional classes
- Smoking cessation/weight loss programs
- Healthier options in vending machines and snacks at meetings
- Incorporate fitness at work
- Preventative tests and screenings

Kevin Zakus, CEO of BCCA Employee Benefits, says, "Keeping employees healthy means that you reduce your benefits costs. This could translate into significant savings for companies that can accrue over time. Employers that take an interest in the wellness of their employees are also creating a cohesive and collaborative environment where employees are invested and are more engaged in their work. That provides a win for everyone."

Health and fitness programs can also help employees to deal with mental stress, boost energy, improve sleep and help employees to feel good about themselves. Wellness and safety is a personal responsibility, but employers can promote, educate and model the importance of health and safety and ways to achieve a healthier, safer lifestyle. BCCA Employee Benefits has several programs available to clients to help their employees focus on health, wellness and safety.

There are many ways to help employees stay or become healthy, and each workplace has specific needs and challenges that it must address to get the best results. As with all positive change, things start with a first step. Letting employees know how important their well-being is to your company is a good start. ♦

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Getting Construction Smart

By Robyn Quinn, VICA Manager Education and Communications



The VICA Education Program continues to grow – unique new learning opportunities, well-attended member meetings and increased overall member satisfaction.

Member Value

Our member meetings have evolved into high level professional development opportunities that are complimentary for members – a true benefit. In fall 2013 we launched an ambitious Red Seal Carpentry Challenge program with 13 students. Plans are in place to run the three-month Red Seal Carpentry Challenge again in October 2014. There are also revenue opportunities for the association via added online courses, expanded Gold Seal programming, technology focused courses (MS Project for Construction) along with focused marketing to employment and work placement agencies to use our services.

We are welcoming more training and education provider associate members who see the value in VICA membership and industry support. In early 2014 we asked members if our existing programming is relevant and useful and the types of courses and workshops they would like to see VICA offer in the future. The education survey results are very positive and reinforce our strategy to develop high quality, industry relevant education with opportunities to leverage sponsorship and provider partnerships. The top three classroom courses identified were no surprise: Gold Seal Supervisory Skills, Construction Law and Estimating. The top online course request was also Gold Seal-Project Management.

Construction Management

It makes sense that we are expanding Gold Seal courses and offering a Gold Seal Orientation to encourage enrollment. As part of the new Business Smart program, we offered two sessions (Getting Paid and BDC Technology). Buildforce and Danatec online courses are being packaged for agencies for their clients (GT Hiring Solutions, Worksafe, Victims of Crime program, and others) which could generate substantial revenue with minimal overhead. New courses planned for 2014 are a good mix of construction and business topics: Infection Control during a Renovation or Construction, Google Search Basics: Get Found, Project Management Communications, Mentoring Young Workers to be Safe and Asbestos Awareness.


Nanaimo Connection

In Nanaimo VICA is delivering three education sessions every two weeks at the Training Centre on Northfield Road. By offering the courses in Nanaimo, we are fulfilling local member needs and generating revenue opportunities through employment agencies as well. New member Domcor is a security and training provider based in Campbell River now planning to deliver training for VICA members. Our goal is to launch regular programming in the Campbell River and Comox Valley for the construction community. Site security, traffic control, Gold Seal and others will be introduced in 2014.

Feedback from course attendees, employers' wish lists and regular education surveys guide our strategy, and we are excited about the new learning opportunities we create for members. ♦

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Why Gold Seal?

By Robyn Quinn, VICA Manager
Education and Communications

Often referred to as the *MBA for construction*, the Gold Seal Certification Program continues to attract our best and brightest. The promotional tagline says it all, **Setting the Gold Standard in the Management of Construction.**

Here on Vancouver Island more and more industry professionals are signing up to pursue this unique credential. At a recent Gold Seal orientation event held at the VICA Training Centre in Victoria, candidates asked about the process but also about the value of the designation for their organization and for their personal career aspirations.

John Scheeren, Farmer Group of Companies, received his Gold Seal Superintendent in September 2013. With over 30 years in the industry, John was keen to have his knowledge and experience recognized.

John is an enthusiastic champion of the Gold Seal. "When I received my certificate last fall, I was extremely proud. The Gold Seal designation sends a powerful message to our colleagues and clients about our commitment to our fields, but for me, having peers celebrate and recognize my achievement was very special." VICA invites all Gold Seal interns and recipients to a members event so that we can present their certificates in a setting that celebrates their career accomplishment and their contribution to the industry.

Recent applicants can look forward to an expanded education program to provide them with relevant training that provides Gold Seal credits. Many of the courses are also delivered online which is handy for anyone working at remote sites but there is value in attending a workshop too, as a VICA Gold Seal intern explained, "Being in a room with people who share your goals, meeting people who are going after the same dream, it really helps keep you on track."



Gold Seal recipient John Sheeren (centre), Farmer Group of Companies.

What Employers are Saying about Gold Seal

"Kinetic encourages our employees to pursue their GSC designation because it is a national standard that demonstrates experience, knowledge and understanding of our industry."
~ Bill Gyles, President, Kinetic Construction Ltd.

"We as a company value the Gold Seal program because it gives our clients the confidence that they are dealing with experienced and educated Project Managers and Superintendents. We have found the education associated with the program has provided invaluable tools to our accredited staff. We are also recognizing a trend as more municipalities are requiring their contractors Superintendents and Project Managers to be Gold Seal certified in order to work on their projects."

~ Cor Buys GSC, Owner/Project Manager Knappett Industries (2006) Ltd.

GOLD SEAL IMPROVEMENTS

'My Gold Seal,' on the Canadian Construction Association website, provides accessibility to those looking to learn more and apply for Gold Seal Certification, ultimately creating a more intuitive process for users. There is an online exam review and practice system, where Gold Seal applicants can review and practice with Gold Seal exam materials, check their application status, and update their personal information.

This one-stop shop for Gold Seal Certification has created a more efficient process for applicants, administrators, and eliminates the amount of printing required by Gold Seal Certification applicants.

Moving from paper-based to online has not only saved hundreds of trees – the process has evolved into one that is more efficient, more accountable and more traceable. According to Stephanie Wallace, Manager, Gold Seal Program,

"We have simplified the process for Gold Seal candidates. They now receive email notifications to confirm the progress of their application. An online system also improves our communications with everyone involved from the regional associations to our own volunteer review committee."

Other changes to the program made recently include launching a French portal, phasing out the Senior Practitioner category and changing the Owner's Project Manager designation to Owner's Construction Manager as of this year. Another development is the introduction of a Gold Seal maintenance program – designed to help those who already have a Gold Seal to stay current and keep their industry designation up to date.

NEW COMMUNICATIONS MATERIALS

The Gold Seal Certification program continues to provide improved communications materials and you will see Gold Seal brochures and displays at every VICA member meeting and special events.

GROWING GOLD SEAL

Gold Seal Certification is the gold standard of excellence in the management of construction. Our role at VICA is to ensure our members and participants have a fulfilling experience and that we find an opportunity to recognize and celebrate their achievement.

Make an informed decision to invest in yourself and your business. Visit www.goldsealcertification.com to read more about on-going national Gold Seal Certification activities. Check in with VICA education to attend a Gold Seal Orientation soon. ♦

GOLD SEAL 2013 RECIPIENTS

Name	Date Registered as Intern
INTERNS	
Trevor Coyle	10/01/2013
Tulio Lopez Duran	10/01/2013
Anthony Richard Gabel	05/01/2013
Karl Goodwin	10/01/2013
Denis Hamel	05/01/2013
Dale Michael Lizotte	05/01/2013
Jon Ormrod	13/09/2013
Douglas Paterson	13/09/2013
Jason Slater	13/09/2013
Josh Vandekerhove	05/01/2013
Scott Douglas Wing	05/01/2013
Shawn Delaney	05/01/2014
Trevor Doyle	05/01/2014
CERTIFIED	
Name	Date Certified
Cameron Barnes	18/10/2013
Michael Brown	18/01/2013
Douglas Carr	18/10/2013
Casjen Cramer	18/10/2013
Scott Krompocker	18/10/2013
John Scheeren	29/04/2013
Jeremiah Tringham	18/01/2013
Matthew Ward	12/04/2013

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WHO WE ARE *Your Blueprint to Success*

Over the past 100 years, the Vancouver Island Construction Association (VICA) has developed and nurtured the vision – one market, one association, one voice for the island – into a reality. It is through this vision, and guided by the principles of leadership, service and representation, that VICA consistently serves its members in the construction community who work in the industrial, commercial, institutional, and multi-storey sectors.

The association and its members work together to support the communities to which they belong. To date, VICA and its membership continue to carry out many volunteer and fundraising efforts,

particularly by groups like VICA's U40 (Under 40) and projects like the renovation of the Gorge Waterway Nature House to commemorate VICA's Centennial.

Engaging in 21st century technology, VICA members utilize BidCentral™ to source project opportunities. The available tools are used to bid projects and view the subsequent bid and award results. They also use VICA's interactive website to register for courses, purchase documents, and appear in the association's online member directory. Not forgetting that the personal touch is important, members and visitors alike are greeted by VICA's friendly staff each time they stop by or call the offices.

Furthermore, VICA is one of four regional association partners under the BC Construction Association (BCCA) umbrella, a relationship that provides services and support to owners, their consultants and the construction community through their provincial-wide planroom network, BidCentral. In addition, VICA is also a member of the Canadian Construction Association (CCA), an additional partnering that is in the best interest of membership.



**Vancouver Island
Construction
Association**

Member Benefits

VICA's primary goal is to support and serve the construction industry, while at the same time building community. From owners, consultants, engineers and architects to construction contractors, membership opens access to comprehensive services, programs and resources you won't find anywhere else.

VICA has been helping the industry and its members excel since 1912. We are dedicated to providing support crucial to growing your business. Become a member today and start reaping the rewards of a construction association dedicated to serving our members from both the Victoria and Nanaimo locations.

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Member Recognition

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Name	Organization	Awarded in
Louis Dubyna	Dubyna & Sons	
Ted Barsby	Barsby & Sons	
John Chew	Chew Excavating	1976
Mike Rogers	Rogers Mechanical	1992
Brian Scroggs	Farmer Construction Ltd.	1997
Stefan Marinow	Casman Developments	1998

Name	Organization	Awarded in
Bob Bolinger	Bollinger Installations Ltd.	1999
Jim Beaman	Nanaimo Sheet Metal	2002
Gene Beaudry	Beaudry Bros. Glass	2004
Ken Farey	Campbell Construction	2006
Gerry Bischoff	Miranda Construction Ltd.	2012
Don Logue	Logue & Bridges Ltd.	2012



Congratulations to the U40 Group on receiving recognition from CFAX Community Awards! The group was honoured with the Teamwork Award for their valuable combined contributions to an important community service.



CCA'S PERSON OF THE YEAR

Congratulations goes out to Victoria business leader Bill Gyles, CEO Kinetic Construction, who was honoured during the CCA National Conference in Panama as Person of the Year. Bill Gyles received recognition from his peers, construction industry leaders, for his professional and respectful approach to the business of construction and for his contributions to build a better industry. There were eleven awards presented to individuals, organizations and associations from across Canada.

SCHOLARSHIP WINNERS – Congratulations

The VICA Scholarship Programs provides funding to support apprentice participation in construction trades technical training at a recognized post secondary school.

Trade	Student	School
Carpentry	Brennan Muscoby	Victoria – Belmont Secondary School
Electrical	Jacob Walker	Victoria – Spectrum Community School
Joinery	Mike Barrodale	Victoria – Parkland Secondary School
Plumbing	Nolan Balfe	Victoria – Pacific Secondary School
Sheet Metal	Cole Fulton	Victoria – Claremont Secondary School
Welding	Grant Brinkert	Victoria – Claremont Secondary School
Joinery & Cabinet Making	Meghann Rader	Port Alberni – North Island College
Sheet Metal	James Miller	Shawnigan Lake – Camosun College



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Ho, Ho, Ha!

A Great Claus for Celebration

VICA's Kids in Need fundraiser raises \$8,500 for community families

For many North Americans, the holiday season formally begins on November's Black Friday. But at the Vancouver Island Construction Association (VICA) office, the official kickoff is the association's annual Kids in Need fundraiser, a most joyous and charitable event.

The 23rd Annual Kids in Need Fundraiser was held on December 6th to great success. Over 300 guests laughed along with comedian Erica Sigurdson of CBC Radio's "The Debaters," while dining on a first-class, delectable meal supplied by the Delta Ocean Hotel. Co-hosts Angus Macpherson (VICA Chair) and Rosie Manhas



Presenting Georgia Avenue Community School in Nanaimo and Oaklands Elementary School in Victoria with Thrifty Foods gift cards.



(VICA Director of Operations) kept the crowd on their toes with witty repartee, as VICA members and their guests enjoyed themselves.

Members enjoyed many laughs during the prize giveaways, as hosted by Past-chair Pete White and Vice-chair Don Cameron. The duo delighted in exciting the crowd for the “Twelve Days of Christmas” draw, which included a clever array of prizes catering to the event’s theme, including gifts baskets for guys’ night out, girls’ night out, and sports enthusiasts, as well as a vacation stay in Hawaii.

Following the co-hosts’ initial greetings, Principal Lori Burley of Tillicum Community School addressed attendees at the annual luncheon and shared a gracious thank-you. “There’s nothing more rewarding this time of year than to offer an unexpected hand up,” she says, “and give families the ability to provide the tiny extras for their children all year.

“We have a lot of support for our vulnerable families at our school from a variety of agencies that go throughout the year,” she continued. “It’s this time of the year, though, that many of [our families] don’t meet the criteria for support services from other agencies. Your donations make a difference to those families. Thank you for your thoughts and kindness.”

The afternoon soiree raised a total of \$8,500 through many avenues – a change collection, 50/50 draw, and bids on the themed prizes.

Funds from the Kids in Need event supply grocery cards to island families that last all year. This year, recipient elementary schools George Jay and Oaklands in Victoria, Tillicum in Saanich, Ruth King in Langford and Georgia Avenue Community School in Nanaimo each received \$1,700 in grocery cards. An additional \$1,000 in grocery cards was given to a Victoria family who had recently lost everything in a house fire.

Prior to the afternoon’s entertainment, Robyn Quinn, VICA Manager of Education Services, congratulated the crowd: “I think we should all be proud of that fact that, although we’re here to socialize and reconnect, we’re supporting a very real, valuable community asset.” ♦



Co-hosts Rosie Manhas and Angus Macpherson keep the fun happening.



Guests enjoy laughs with comedian Erica Sigurdson.



Principal Lori Burnley of Tillicum Community School thanks attendees.

VICA would like to thank the following event sponsors:

Santa Sponsors (\$1,000)



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A Connected Future

VICA AGM & Open House



“Change is inevitable,” declared incoming Chair Angus Macpherson at the 2013 VICA Annual General Meeting held November 14th. “As some would say, shift happens. And I think it’s how we prepare for that change and how we react.”

A testament of the changing times was the meeting’s use of technology – video conference connected the 30-plus attendees at the Victoria and Nanaimo

VICA offices during the meeting.

CEO Greg Baynton continued the meeting’s theme with his discussion on the shifting marketplace. “I think the board understands, and I understand as your CEO, that there’s never been a time that your membership had greater value than in trying times,” he said. “When times are good you don’t necessarily need an association helping you, but when it’s as tough as it is right now, that’s when the

value of membership really comes into play.”

Membership remained attentive for the morning’s subsequent board reports and election speeches. Of the five members who stood for election, Don Cameron (G&E Contracting) was re-elected to the board, while Eric Ulrich (Playsted Sheet Metal) and Tyler Galbraith (Jenkins Marzban Logan) were newly elected.

Concluding the meeting, Macpherson



MEET VICA'S NEWEST BOARD MEMBERS



"Working on various committees with the U40, I was able to meet many of the current board members and even participate in a strategic planning session. Through these interactions, I saw the board position as an opportunity to give back to the construction community and enhance my personal skill set by working closely with industry leaders. I feel honoured to be elected to the board, and to have the opportunity to work with some of the industry's most accomplished leaders, moreover, to be chosen by my peers

to help shape the industry for years to come.

"I hope that my education and experience, coupled with my perspective as a sub-contractor will bring a balanced approach to identifying and solving issues in our industry. During my time as a director, I plan to bring a high level of optimistic involvement to all the meetings, committees, and events that I am a part of. With many association members getting close to retirement age, I believe the transfer of knowledge is very important right now. I hope to see increased participation from the younger members of the association, starting with the U40, and moving through to positions on committees and the board. I hope that the association can continue to offer its members the tools they need for their businesses to succeed and to be a voice for their concerns for another 100 years."

~ *Eric Ulrich, Project Manager, Playsted Sheet Metal Ltd.*



"I've been involved with VICA for about seven years, doing various presentations on the law. I'm regularly at their social events and I've always really enjoyed my time with VICA and the people associated with VICA. VICA has helped my practice in law, and I felt I should be giving back to them.

"It was something I wanted to do. I was happy to put my hat in the ring and very happy when I was elected. I bring a different angle on issues; I'm a lawyer, so I'm trained to

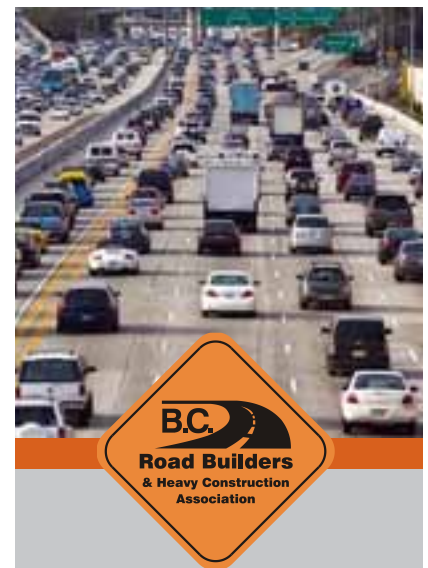
look at things differently. So that's what I'm bringing, a new set of eyes that hasn't been there in the past.

"It's not the best economic times right now, but I think if we work together, everybody supports the organization, it's going to go a long way to helping make sure that we're well-positioned for when times are better. My hope is that we will have a strong board, an active board that advocates well for its members. I also hope we get more members in the future. I'm really excited in moving forward."

~ *Tyler Galbraith, Jenkins Marzban Logan LLP*

relayed his optimism for the forthcoming year. "I am honoured by the vote of confidence my colleagues have given me to lead the organization," he said. "We are committed as a group to support our industry and ensure that our voices are heard."

Following the AGM, attendees comprised of new and long-time members, perspective members, staff, politicians, and community representatives mingled over refreshments and a hot lunch at each association's open house. ♦



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1. Don Cameron and Chris Erb are off to their starting hole.
2. Getting ready for the shotgun start.
3. Doug Butcher from Viking Reinforcing wins an iPad Mini from the BCCA EBT.
4. Ross McLean of Houle Electric lines up his shot.
5. Gerrit Vink, Sean McNeil, Mike Synnuck and Corey Thompson.
6. First Place tastes great.
7. Jason Kinch of Read Jones Christoffersen wins big!
8. The Most Honest team.
9. The seasoned pros – Lorne James, Don Logue, David Frost and Bert Bessembinder.

PHOTOGRAPHY COMPLIMENTS OF JLT CANADA.

Shift, Build, Grow

2014 BCCA Report

By Manley McLachlan, President, BCCA



This is a pivotal year for construction in British Columbia. Many significant “unknowns” will soon take firmer shape: the extent of LNG and pipeline development, federal and provincial funding for skills training, and public sector procurement policies, just to name a few. As our sector moves forward into the next decade, a lot is going to change.

At the BC Construction Association we have these opportunities in sight at all times and are working in partnership with the four regional construction associations to create an environment in which our industry – and your construction-related business – will thrive.

A quick recap of what we’ve achieved together over the last 12-plus months:

- Expansion of the Skilled Trades Employment Program (STEP) to 16 provincial offices, placing over 2,500 job-ready British Columbians into construction careers. Check us out at www.stepbc.ca ;
- Launch of the Foreign Skilled Workers BC (www.fswbc.ca) program, helping construction employers source highly skilled journeypersons for jobs that they haven’t been able to fill at home;
- Expansion of our online bidding and procurement hub, BidCentral (www.bidcentral.ca), to include Canada’s first and only e-bonding technology as well as an “On Demand” service that enables owners and GCs to invite their trusted suppliers to bid on private projects;
- Creation of the Western Canada Construction Job Expo in Dublin and Belfast, resulting in over 700 job offers

- from Canadian construction employers;
- Publication of the BC Construction Stat Pack and a regional brochure highlighting key issues and information for the sector, available through every MLA office in BC;
- Sector representation at key government sessions in Ottawa, where provincial ministers and premiers negotiated with the Federal Government on the future of funding for skilled trades training and the Canada Job Grant;
- The establishment of the Deputy Minister’s Industry Infrastructure Forum, where BC’s construction leaders now meet regularly with Deputy’s from BC’s infrastructure ministries to develop fair and transparent public sector procurement policies;
- Publication of key reports including *Fair And Transparent: implementing the Capital Asset Management Framework for Public Sector Procurement*, and *Culture Shift: Planning the Future of Trades Training and Apprenticeship in BC*;
- The launch of The Hire Guide (www.hireguide.ca) to help BC construction employers source and hire skilled New Canadians;
- Creation of the Construction Foundation of BC, a charitable initiative to support research, training, and development on issues critical to the future success of our sector (www.constructionfoundationbc.ca) and the launch of Project Shop Class (www.projectshopclass.com) which is working to raise \$9 million to upgrade BC high school shop classrooms;

- Publication of the first annual “Brass Tacks Report – A survey of BC’s ICI Construction Employers” in partnership with *Construction Business Magazine*. The survey gathered feedback from 500 industry leaders on human resources, regional and international trends in competition for projects, online procurement, and more.

The BCCA will continue to develop all of these industry assets, with several new priorities coming up this year, including:

- Prompt Payment Legislation
- Further expansion of demand-driven employment programs for the construction trades
- New focus on secondary and post-secondary programs to bring more of BC’s youth into the trades
- Increased collaboration between the regional associations for the benefit of their membership
- BidCentral Integration with BC Bid to make it easier for owners and GCs to bid on public sector projects

Owners, contractors, designers, service providers, private and public – we share the same goals.

Connect with the BCCA and the rest of BC’s ICI construction industry today, through membership in your Vancouver Island Construction Association.

If I can leave you with one message, it’s this: we are stronger together. Let’s build BC’s future. ♦

CCA and Workforce Development

By Michael Atkinson, President, CCA



THE CHALLENGE

The latest labour market information for the construction industry published by BuildForce Canada states that the construction industry will need to find some 299,000 new workers by 2023 to keep pace with demand and to replace those workers retiring in the intervening period.

CCA is a full member of BuildForce, having helped with its reorganization and continues to support it financially. Workforce development, in terms of recruitment, training and retention, will undoubtedly continue to be a major challenge for the industry going forward.

THE SOLUTIONS

There is no one solution to meet the foregoing labour market challenges. It will take further efforts by the industry in all of the following areas:

1. Greater efforts to attract more youth and traditionally under-represented groups (e.g. women and Aboriginal people) into the industry. Many of CCA's partner associations at the local, regional and provincial levels do a great job in this area;
2. Continued efforts to counter the negative image associated with working in the construction industry. Again many of CCA's partner associations do a very good job of promoting a positive industry image;
3. Increasing labour mobility, including the mobility of apprentices;
4. Supporting apprenticeship training;
5. Ensuring training capacity at the community college level and elsewhere; and

6. Continuing to make immigration policies and processes in Canada more responsive to industry's needs.

WHAT IS CCA DOING IN THIS REGARD?

CCA works to promote construction as a career of first choice through its involvement and support of the good work of the Canadian Apprenticeship Forum and BuildForce Canada. CCA also hosts a special Civil Construction Careers website (See www.careersincivilconstruction.ca).

CCA has successfully lobbied for tax credits and other tax incentives to support apprenticeship training.

CCA is working with groups like the Canadian Council of Directors of Apprenticeship (CCDA) to improve worker mobility through the enhancement of the Red Seal program and apprenticeship harmonization efforts. The CCDA is seeking to harmonize training and certification requirements in the Red Seal trades in a pilot program that focuses on 10 trades. The purpose is to identify key differences and to attempt to harmonize where possible.

The CCA National Gold Seal Certification Program establishes a national standard for construction

management occupations, which helps to raise the profile of the industry, while at the same time promoting ongoing professional development and mobility.

With regard to training capacity, CCA works very closely with the Association of Canadian Community Colleges (ACCC) and is involved in an ACCC-led industry-college coalition. CCA also spearheaded an earlier coalition with ACCC and national employer groups that directly resulted in the Federal Government's Knowledge Infrastructure Program that brought millions of dollars in investments to college training infrastructure.

CCA is also continuing to seek immigration reforms that will make the entry of foreign-trained construction workers on both a temporary and permanent basis more responsive to the needs of construction employers. The new Federal Skilled Trades Program that went into effect in 2013 is one example of positive reforms in this area.

In the areas of recruitment and retention, CCA took the excellent work by partner associations, and converted it into a national document that is now being used right across the country. ♦



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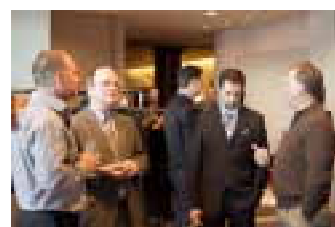
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2013 REPORT

COUNCIL OF CONSTRUCTION ASSOCIATIONS (COCA)

By Dr. Dave Daspaly, COCA President



The Council of Construction Associations (COCA) represents most of British Columbia's construction associations (17 in all) and acts on behalf of the construction industry in WorkSafeBC matters. COCA works to present a united front and a systematic approach to WorkSafeBC issues.

Our industry was assessed over \$240 million for the 2012 year by WorkSafeBC (the last year with complete data). The average assessment rate for the construction industry has been reduced to about half of what it was 20 years ago, when COCA began.

COCA initiates and responds to legislative, regulatory, policy and practice issues within the workers' compensation system in BC. COCA also assists individual contractors with their WorkSafeBC concerns.

A SUMMARY OF 2013 ACTIVITY/ISSUES FOLLOWS:

1. In May, Grant McMillan announced his intention to leave COCA when a suitable successor could be found. A search panel composed of Manley McLachlan, Clyde Scollan of CLRA and McMillan interviewed candidates and selected Dr. Dave Daspaly.

Daspaly is working with McMillan to bring about a smooth transition.

As a key part of the transition, Dave Daspaly and his associate Cheryl Hogg have produced a Governance Model.

The Governance Model is designed to help stakeholders to better understand the relationship between the members of the Council of Construction Associations (COCA) and its Board. Above all, the document seeks to set out the rules for how the COCA Board will function and operate.

The Governance Model, however, does not supersede or contradict any documents of incorporation, governance models, etc., for member associations or other participating entities.

Drafts of the Governance Model have been circulated to the BCCA Board and COCA Partners.

2. COCA, in conjunction with the Mobile Crane Owners' Association, WorkSafeBC and others, developed a workable process for the annual inspection of mobile cranes. The issue is the Canadian Standards Association Standard Z150 and the WorkSafeBC interpretation and enforcement of Occupational Health & Safety Regulation 14.71 (Mobile crane and boom truck annual inspections) and its accompanying Guideline.

COCA encouraged the sharing among engineers and construction companies of annual inspection processes and



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documentation that are acceptable to WorkSafeBC. This information, in the form of examples and templates, has been provided to the Mobile Crane Owners' Association. (The information on best practices had not previously been shared.)

3. COCA continues to lobby WorkSafeBC for a more evenly balanced approach to workplace orders. The issue is the number of Occupational Health & Safety (OH&S) orders written on employers as compared with the number of Orders to Workers.

The COCA position is that when the worker has been properly trained and supervised – and then breaks a WorkSafeBC OH&S Regulation, the worker should get the order.

The use of this Order to Worker would raise worker awareness, recognize the legislated requirement for workers to work safely and help to develop a safer workplace.

As a result of pressure from COCA, WorkSafeBC does write Orders to Workers, and has a Guideline to set out the rules for this. But these Orders to Workers are rare events, especially when compared to Orders to Employers.

In 2012, for example, WorkSafeBC wrote 24,261 OH&S Orders to Employers. Only 161 orders were written to workers. This is 0.66 per cent of orders written.

This is not a fair reflection of what goes on within the workplace. The pattern for previous years is the same – less than one per cent of the orders are written to workers.

4. COCA has prepared and submitted recommendations on the following WorkSafeBC Discussion Papers:

- Personal Optional Protection;
- Permanent Disability Evaluation Schedule ("PDES");
- Mental Disorders – Timing of Application for Compensation;
- Treatment of Principals;
- Multiple Sclerosis as a consequence of traumatic injury;
- Proposed policy amendments regarding nerve entrapments and tendinopathies of the arm, neck, and shoulder (Claim Policy);

- The proposed deletion of Policy R20.26-1, regarding inspections of concrete formwork and falsework;
 - Primary Skin Cancer and Certain Occupational Exposures (Claim Policy).
5. WorkSafeBC also started to conduct a review of the following Occupational Health & Safety Regulations
- Comment on proposed Regulation for Demolition and Asbestos Abatement Activities;
 - Comment on proposed Regulation on Silica Dust;
 - Comment on proposed Regulation on Movable Work Platforms (Section 13.32, Work in high risk situations);
 - Comment on proposed Regulation on Part 20, Construction, Excavation and Demolition Section 20.26, Inspections;
 - Comment on Regulation on Ladder Position and Stability;
 - Comment on proposed Regulation on (New) Part 34 Rope Access (with consequential amendments to Part 11 Fall Protection).

As an initial response, COCA has prepared and circulated to COCA members a submission on these draft proposals.

Following input from members, COCA then submitted the written comments to WorkSafeBC.

WorkSafeBC will conduct public hearings on these proposed regulations in June of 2014. COCA will encourage members to participate in the hearings and provide assistance to them.

6. A large number of policy changes could result from the many policy reviews that WorkSafeBC is scheduled to undertake as part of its 2013-2015 WSBC Compensation, Occupational Disease and Assessment Policy Priorities Workplan.

This is essentially an overview of the policy issues that are proposed to be determined within the next three years. This WorkSafeBC Workplan has been circulated to COCA members for comment.

7. COCA has published four columns on WorkSafeBC issues in the *Journal of Commerce*. ♦



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WORK SAFE BC

Injury Management Tips to Keep BC Working

By Michael McKenna, BCCSA Executive Director



When managed effectively, injury management and return to work (IM/RTW) initiatives benefit employers, workers, and the industry overall by reducing and even eliminating lost time due to accidents.

A key reason for this is that they greatly reduce the “white space” that surrounds workplace injuries – the time between when an accident occurs and when the compensation claim is accepted. Without an effective intervention plan, this white space can delay the return to work by weeks or even months, depending on the extent of the injury.

Consider, for example, the following scenario: A worker is injured and sent home with instructions to see his or her

doctor. During the appointment, the doctor makes an initial diagnosis (sprained ankle), tells the worker to take two weeks off and recommends physiotherapy to assist the healing process. He then files various compensation-related forms with WorkSafeBC.

One-to-two weeks later, the claim is accepted and the worker makes an appointment to see a physiotherapist. The therapist is concerned about the level of tenderness and swelling and tells the worker to make another appointment with the doctor. The doctor agrees that there might be more going on and orders an x-ray. A week later, the results are in: the worker has badly torn ligaments. The doctor tells the worker to take another three-to-four weeks

off and to continue with physiotherapy. He updates the compensation claim, and WorkSafeBC signs off on the revised claim one week later.

It has now been three-to-four weeks since the injury occurred. The worker has spent most of this time at home, disconnected from the workplace. The employer, who has been without an important member of his or her team, will have to wait even longer for the injured worker to return to previous duties. It could be even worse if the injury is even more complex and requires additional work, like a CT scan, to properly diagnose. The more

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layers there are to an injury, the more white space.

While the scenario described is common, there are ways to minimize or even eliminate the white space, and this is where IM/RTW programs can play such an important role.

At the company level, having a program means that an employee with a sprained ankle or torn ligaments might miss a few days rather than a few weeks. This is because everything will be in place for him or her to safely return to the same duties, or to modified or alternative duties that are acceptable to him, his doctor, and the employer. Rather than leave it up to the system, the employer has decided to become actively involved in injury management and has put in place a program that is supported by all parties.

On an industry-wide level, clinics and facilities that either are dedicated to IM/RTW or include an IM/RTW component can also make a significant difference. Such approaches are beginning via initiatives such as WorkSafeBC's Stay at Work (SAW) centres, which are being utilized at a

number of Lower Mainland sites.

Developed in consultation with employers and worker representatives, the centres offer on-site diagnosis and treatment, assistance with claims, and other services designed to help injured workers return to current or modified duties as soon – and as safely – as possible.

However, while it is making a valuable contribution, the SAW initiative is best suited to mines and other workplaces with large, stationary workforces; it is not effective with small, mobile employers, who comprise the majority of construction employers.

There are also a few private medical clinics that include an IM/RTW component. They are able to provide same-day diagnosis and assist workers with the claims process. But their reach is also limited.

The ideal solution would be a network of regional facilities that are dedicated to injury management and return to work. These facilities would:

- be open to all workers and employers;
- have the staff and equipment required

to provide same-day diagnosis and treatment;

- manage the claims process;
- offer RTW options, and work closely with employers who do not have a formal IM/RTW program in place and co-ordinate with those employers who do; and
- provide physiotherapy and other rehabilitation services.

This kind of centralized, under-one-roof approach would also help to remove some of the pressures currently experienced by hospital emergency rooms, doctors' offices, and walk-in clinics that represent the first stop for injured workers.

While it will take considerable planning and co-ordination, the hope is that such a network will be built for British Columbia.

Michael McKenna is executive director of the BC Construction Safety Alliance.

For further information, contact a safety and injury management advisor at

1-877-860-3675 or email info@bccsa.ca. ♦

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May 28, 2013

Murray Fierman, Chancellor

David M. Turpin, President and Vice-Chancellor

Vikes Athletics, Recreation and Special Abilities
Clint Hamilton, Director

50
years

Imagine CARSA

UVic anticipates new sports complex

The momentum is building; the vision, a reality. For the University of Victoria (UVic), the excitement centres around the new Centre for Athletics, Recreation and Special Abilities (CARSA), scheduled to open summer 2015.

"With the realized project, we'll have a facility that really meets the needs of the campus from the standpoint of supporting our students," says Clint Hamilton, Director of Vikes Athletics and Recreation at UVic. "We know that our students expect access to recreation activities, and we also know that healthy and active students are successful students."

A combination of university investment, sponsorship, partnerships, external fundraising efforts, and non-mandatory user fees will fund the \$77-million project located on Gabriola Road. Upon completion, the 190,000-square-foot facility designed by Cannon Design will house the UVic Vikes sports and recreation program and the UVic CanAssist program, a customized technologies, programs and services for people living with disabilities.

Inside, the structural-steel-and-concrete building will include an NBA-sized gymnasium (2,000 seats), an 18-metre-high climbing wall, a state-of-the-art fitness and weight-training space, squash and racquetball courts, an indoor fieldhouse, a rowing centre and multi-purpose activity studios, as well as office and lab spaces, a sports injury clinic and a five-level parkade with bicycle parking. Future plans tentatively include the repurposing of the campus' existing McKinnon building and the construction of a new aquatic facility.

With general contractor Campbell Construction Ltd. at the helm, the project commenced March 2013 in target of LEED-Gold accreditation. Water-efficient fixtures will reduce the building's potable water consumption by 40 per cent (up to 7.5 million litres of drinkable water per year), while LED lighting fixtures will result in additional energy efficiencies and operational savings. A geothermal system will be used for heating and cooling and will result in an



Platform party visits construction site.



Former UVic President David Turpin with Mayor Frank Leonard.



annual green house gas reduction of 340 tonnes (equivalent to 65 passenger cars). As well, an additional 282 trees will be planted on the site and nearby along McKenzie Avenue.

“I don’t think people realize the magnitude of this facility,” Wayne Farey of Campbell Construction Ltd. says of the project expected to create 580 direct and indirect jobs. “All in all, it’s a big job. Lots happening and lots of coordination needed. We’re making good time. It’s going to be a huge asset for UVic, no doubt.”

CARSA is the university’s largest project to date and is a tribute to the school’s 50 years of excellence. It is Hamilton’s hope that CARSA will serve to unite the sports community around Greater Victoria.

“We have an incredible history here at UVic of putting national Olympic team athletes on the world stage,” says Hamilton. “CARSA is a real hub of activity that supports high-performance athletics and speaks to healthy living.” ♦

WHAT IS BOBS?

UVic’s CARSA project involved the use of a state-of-the-art bidding system known as BOBS – BidCentral Online Bidding for Subcontractors (BOBS). The system that allows for the reception of secured bids from trade contractors comes with many benefits, according to BCCA’s Warren Perks, VP Industry Practices:

- “BOBS enables general contractors receiving the bids to obtain firm quotations in writing and in adequate time to compile their bids completely and accurately.
- This fair and equitable process is in the best interest of owners, bid-calling authorities and general and trade contractors.
- Flowing from this stated purpose is the requirement that general contractors enter into contract with selected bidder(s) whose bids have been properly submitted and which will be used for sub-contract purposes.
- BOBS promotes profitability through sustainable business practices. Contractors using BOBS are contributing to the long term well being of their business and their industry.

BOBS was developed to substantially reduce the potential for bidders to submit non-compliant bids, have general contractors receive the bids in an efficient electronic format that allows a quicker more reliable method of analyzing the bids, and reduce the impact on the environment by decreasing the use of paper and the carbon footprint from vehicles used to transport bids.” ♦



Performance gym.



Fitness area - mezzanine floor.



Outdoor plaza and main entry.



Climbing wall atrium.

21st Century Learning



Oak Bay School maintains a tradition of excellence and innovation

As Dave Thomson watches the large crane outside his office window, he smiles an ear-to-ear grin.

"I've got every principal's biggest sandbox. All kinds of exciting things are happening," says the Oak Bay High School principal who has been involved in all facets of the school's replacement project since its inception. "It's happening right in front of me, and I can see students checking it out. The construction team has been great."

Talk of the \$52-million, 180,000-square-foot Oak Bay High School Replacement Project at the corner of Cadboro Bay and Cranmore roads began in 1993 as a potential seismic upgrade for the school. It was subsequently decided to replace the two existing buildings with a new

1,300-student capacity school, as well as a neighbourhood learning centre, a new theatre, and new sportsfields and parking areas.

Local teams Farmer Construction Ltd. and Hughes Condon Marler Architects (HCMA), who teamed up previously for Victoria's Dockside Green, were selected as the successful proponents and contracted by the Board of Education No.61 (Greater Victoria) for the design-build school project. Construction began July 2013 and is officially scheduled for completion August 2015, though students will occupy the new gym in September 2014. Demolition of the two existing schools and construction of the new playfields will be completed by August 2016.

"While a local company was selected to

build and construct the project, there were also two companies outside of Victoria who were proponents," says John Scheeren of Farmer Group of Companies, Project Manager and Site Superintendent. "I think that the city is being well-served by a local company building the school and using local trades – and every bit of product going into the building has been bought through local firms."

The existing Oak Bay High School at 2151 Cranmore is an amalgamation of the original Oak Bay Secondary School (1929) and the Oak Bay Junior High (1953). In order to meet the project's desired Leadership in Energy and Environmental Design (LEED) Gold certification, however, a new facility is being constructed.

Of course, no project is without its challenges. "The challenge was working



Main entry interior perspective.



The Crossing interior perspective.

on a very tight site adjacent to two active schools, so the site has to be well-controlled,” Sheeren says. “Add to that, the soil conditions of the overall site were not conducive to a heavy building, thus additional underground work was required.

“Another challenge, a portion of the new school is being occupied by the existing gym of the high school. One of the new gymnasiums will have to be completed by September of this year so that we can demolish the existing gym and build the last wing of the school.”

But as Scheeren confirms, the project is moving at great speed, with foundation work well over a month ahead of schedule. “The building is really starting to take shape. It’s great to have that sort of productivity, and we’ve been very fortunate having such great weather.”

For HCMA, it was important to maintain many original elements from the heritage site. A prime example: the school’s aging sequoia tree, which will proudly mark the front entrance of the new school. Wood from the existing school site will also be salvaged and utilized in the build to assist in meeting the requirements of the Province’s Wood First Act.

In addition, the culture of the existing “crossing” (the connecting outdoor pathway between the two existing buildings whereby students travel to classes) continues with the large windowed central atrium and collaborative staircase complete with platform gathering spaces, and extends outside to the green spaces whereby benches encourage community interaction. As architect Adam Fawkes explains, these pockets of community are integral concepts of the design.

“One advantage is that we have people in our office that have a deep understanding of the culture of the school and the neighbourhood,” says Fawkes. “It’s not just a building for students. It’s a lot about the community aspect, creating public access to bring everyone together a bit more. “

Oak Bay High School basement mechanical room foundation.



Another notable design element, the flexible spaces are grouped into classrooms of three, each equipped with moveable walls and overhead glass doors that open to the atrium for additional breakout space.

The exterior of the three-storey building features a white cement panel and accent green metal cladding with a solid brick base and cedar soffit focused primarily at the entrance. As Fawkes explains, elements of the exterior façade parallel the flexible nature of the school. “There are quite vibrant patterns in the metal cladding on the south elevation, varying depths and varying angles,” says Fawkes. “As the sunlight and clouds pass over, we’re working with the sheen of metal, slightly different colors and textures, so the building will change as the day changes.”

Funding for the new building includes a \$1 million contribution from the District of Oak Bay, which will go towards the new theatre, and an additional \$1.1 million from the school district to create capacity for an additional 100 spaces for international students. In total, the new school will accommodate 1,300 grade 9-12 students.

Expectations are high for the modern, integrated 21st-century learning environment touted as the largest construction project Oak Bay has seen in quite some time, confirms Principal Thomson. “This project benefits both the Oak Bay community and the students of the school district,” he says. “We know that this is a place that’s going to serve an entire community.” ♦



Large gymnasium structural steel frame facing north.



Oak Bay High School replacement project. Foundation and grade slab, structural steel frame.

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A Golden Anniversary

Hillside Centre celebrates 50th
with state-of-the-art renovation



After three years of construction, Hillside Shopping Centre has unveiled as Victoria's hottest oasis of urban pleasures – and shoppers just can't get enough!

But perhaps most excited is Hillside General Manager Kerry Shular, who says goodbye to the "Hillside Guy" marketing campaign and hello to a state-of-the-art shopping experience. "[The new mall] gives Hillside and its customers a full-meal deal," she says. "You can come to Hillside and pick up everything you need. It's not just for women; it's not just for kids – it's for entire families, and it's affordable and fashionable."

At \$80-million, the redevelopment project is the mall's largest project to date, totalling 590,000 square feet (up from the

previous 431,000 square-feet) with a second level in select areas, an expanded foodcourt and complementary washrooms, and a revamped parking lot. Add to that the mall's bright, contemporary West Coast aesthetic created by joint venture MMC Architecture and CEI Architecture, which has attracted a host of new tenants, including SportChek/ Atmosphere, Boathouse, Smart Set, Reitman's, Nygard, Marshalls and a two-storey Target.

The use of natural light and the removal of the interior ceiling structure further serves to highlight merchant storefronts, says Jim Aalders, partner with CEI Architecture. Original wood beams initially covered with architectural enhancements were exposed and integrated into the final design, while the

intent behind the mall's exterior was to "turn the mall inside out," he says, allowing stores to open up to the exterior, much like a streetfront.

Construction began spring 2011 with structural upgrading and parkade work. Working adjacent to active retail space, joint venture EllisDon Corporation and local Vancouver Island firm Kinetic Construction Ltd. had much responsibility.

Careful planning and execution was required by all teams onsite during the two-phase project – first phase involved the concrete work, while the second phase encompassed the general architectural enhancements. Night work was required for much of the interior to allow for dust control and cleanup before the mall's morning opening.



“The challenge there was to maintain a clean working environment and a safe environment for the general public,” says Co Timmer, Project General Superintendent of Kinetic/EllisDon. “Communication was probably the most important thing throughout the whole project. Between maintaining 100-per cent operations for retailers, we tried to do a fine-tuned balance with the requirements of the construction schedule.”

The mall’s updated design integrates the original design of 1962 with subsequent renovations from the ‘80s and ‘90s, he adds.

“What we have done is basically streamlined all the different areas to something that is contemporary, while meeting today’s building code requirements,” says Timmer. “Prior to the improvements, it was a dated facility that catered to a very select group of the local population. Through the change in retailers in the mall, I think they have presented a whole new face of what Hillside is about.”

Energy-efficient lighting is just one of many eco-conscious elements incorporated into the build. The site also features rain gardens and eco swales, as well as up to 50 per cent more trees on the property. The facility is also bicycle friendly, with ample bicycle parking.

According to Shular, construction was completed with minimal disruption to mall operations – a tribute to all involved. “Teamwork was key – absolutely key,” says Shular of the mall renovation project. “I met with the construction team every morning at 10 a.m. and they would give me a daily run-down. And we were pretty in tune with our neighbourhood and our merchants to try and keep everyone as informed as possible and balance the needs of an operating shopping centre with construction.” ♦



Medical Marvel

Father and daughter bring new medical facility to Nanaimo



Millstone Medical's Bob Wall and Donna Hais.

Congratulations to Donna Hais on her recent win of the Community Leader of the Year Award at the 14th annual Vancouver Island Business Excellence Award.

Recognizing the growing importance of health services, Donna Hais and father Bob Wall decided that Nanaimo's medical scene was due for a sprucing. Needless to say, the 80-percent occupancy rate of the team's under-construction Millstone Medical Centre suggests they were right on track.

Designed by OCA Architecture Inc., the new three-storey medical building at the intersection of Dufferin and Boundary will include office lease spaces and potential retail spaces on the ground floor, as well as a two-storey, attached parking garage. Total square footage of the development is 44,500 – 30,000 for the medical building; 14,500 for the adjacent parking garage.

For Hais, general manager of R.W. (Bob) Wall Contracting, the project was a long time coming. "This project has been five years in the making – targeting that piece of land, working on creating the zone, doing all the marketing and leasing," she says. "And the fact that it's a steel structure with parkade in the hospital area is unique in itself. Parking is such a huge issue at the hospital."

The Nanaimo businesswoman and her father/business partner have worked together on five similar buildings over the last 15 years. As owner-developer on each project, the team holds the unique position of being "their own client," as Hais suggests. Add to that, they are also responsible for all in-house marketing and leasing.

Construction commenced May 2013 following a thorough land development



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process, whereby native plants were salvaged by the Nanaimo Area Land Trust for transplant in neighbouring parks. The anticipated project wrap-up is September 2014.

A combination of full-height brick veneer cladding and fibre cement siding create a unique aesthetic to the steel-frame building. Curtain wall windows with vertical shade sails and membrane roofing are additional features. Parkade walls will feature brick-veneer cladding and green living-wall technology, while the second level suspended slab will be protected via traffic deck membrane.

As Hais explains, technology was a central focus on the Millstone Medical project, in order to facilitate paperless offices. Additional green features, such as site-water retention and energy-efficient windows, were also incorporated into the build, as was energy-efficient exterior insulation, a first for the owner-developer.

As building envelope consultant, Herold Engineering Limited recommended an innovative approach to the project's insulation system.

"We recommended an exterior insulation and air/vapour retarder design, which got away from the conventional stud-insulated infill and interior poly vapour retarder requirements," says Jereme MacKinnon, Project Manager/Senior BE Technologist, Herold Engineering Limited. "This method provides a continuous layer of waterproofing in combination with a continuous air/vapour retarder to the exterior of the building, allowing the building to be as air-tight as possible."

Semi-rigid insulation will then be

provided to the exterior of this air/vapour retarder to meet code requirements for continuous and thermal insulation. As MacKinnon explains, this type of wall system provides ease of transition to curtain wall windows and roof areas where an exterior-insulated roofing assembly is also provided. In all, the entire envelope is situated to the exterior of the building's structural elements, allowing for moisture sensitive and high thermal conductive materials to be kept warm and protected.

Careful sequencing of the parkade construction in conjunction with the traffic deck coating application was required in

the project, says MacKinnon, citing that traffic coating application quality is largely dependent on the atmospheric conditions and is limited to the May to September months.

For Hais, the Millstone Medical project is a proud accomplishment. "I'm excited that this type of infrastructure is being developed and planned in Nanaimo," says Hais, a former Greater Nanaimo Chamber of Commerce president. "From our perspective, it's time that this type of development happened in Nanaimo. Our community is ready for it and it needs it. ♦



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Mentoring New and Young Workers

I remember my first time. It was special like many first times. This was my first close call miss, and if I could do it again I would do it all differently.

We were building a big Victorian home in Pemberton on a flood plain. We were installing the top plates on the outside third floor wall pushing 30 feet up. My journeyman was casually walking around the walls, one hand on the nailer the other holding a 2x6. I was trying to impress him showing that I could copy what he was doing. After all, I was a rock climber regularly hitting the granite in Squamish.

It was my first job as a framer. I wanted to build my resume as a builder using the important framing skills to round out up my finishing experience. As a new worker my training consisted of a brief safety meeting.

"Be careful up there," the journeyman joked.

I think the nailer hose caught on a corner. I pulled hard to free the tangle when I lost my balance and fell. I frantically grabbed for the top plate and managed to just hook the wood with one hand to change my trajectory and fall through the recently framed picture window landing on the inside plywood floor.

My journeyman seemed impressed. "Dude, that was amazing! You had moves like Spiderman. I told you to be careful..."

We continued working but after the miss I was hesitant to climb back on the top plates, resulting in a tentative crawl/crouch technique. I ended up using a ladder.

My journeyman didn't say much at the time but when we moved to a new site I wasn't invited and ended up losing my job. I thought I had picked it back up and rocked the work installing the trusses and roof but the only feedback I ever got was the journeyman telling me that he needed someone "more comfortable with heights."

I never went back to full-time framing, and today I always remember that close call lesson when I'm teaching. When I mentor new and young workers I want them to be the very best that they can be and be safe at the same time. I want them to be able to go home to their life.

Mentoring new and young workers is vitally important to the workers, the business and industry. I like to think of mentoring as a type of gardening. We start with just a seed and with proper care we end up with a mature, robust plant.

The cornerstone of any mentoring relationship is based on caring and compassion and this becomes difficult when we have a large crew or a revolving door. Building a mentoring relationship – like our gardening example, takes nurturing, proper care; good

location and exposure to the right conditions that will help the new worker thrive in the environment.

To effectively mentor we need to look at four key elements:

1. Be clear to your purpose; what is your goal? What kind of worker are we trying to grow? Hopefully one that will have all the skills to do the job but also someone who will move the company forward and contribute to profitability. Ideally we also want a worker that will, when ready, mentor others. These effective workers will contribute to their community by remaining a long term and productive member of society.

2. Teaching through role modeling and patient explanation. Explain the reasons of why we are doing what we do. Demonstrate and observe but go back and check in- hours, weeks and months later. In the rush of the job we can often overlook those important lessons. A plant, like a new and young worker, needs constant care.

3. Asking questions to build understanding: "I thought they understood, they nodded their head, they agreed, and the next thing I knew there they were..." Keep checking through questions. Breakdowns in communication can lead to grievous misunderstanding. We all learn differently and at different rates, understanding and sharing knowledge may need approaches that you may not have considered or tried.

4. Identify what kind of mentor you are, whom you work best with, your personal communication style, your feeling around power and control, and your techniques for creating buy-in. What do you like in a strong leader? What kind of mentor do you want to be?

Solid mentoring starts well before the person is promoted—it starts on the employee's first day of work. Mentoring empowers employees to make their own safe decisions and encourages them to practice to become effective mentors themselves. By following these four simple techniques you are on the way to developing a culture of safety so your new and young workers' first time on the worksite doesn't involve a Spiderman move. ♦

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Home Sweet Home

Nanaimo North Library already a community cornerstone



The libraries of today invariably offer the comfort of a second home. Such is the story of the Vancouver Island Regional Library (VIRL) Board's newest library, Nanaimo North – a project by the perfect marriage of the print, digital, and communal realms.

"There are certain civic institutions, like libraries, that are considered to be beacons within a community. They almost help define the nature or personality of a community," says Rosemary Bonanno, Executive Director for the VIRL. "The expectations of the community are much higher. What they're looking for is a comfortable, clean space, an extension of their own homes."

Located at 6250 Hammond Bay Road, within a densely populated northern residential area, the \$8.6-million VIRL expansion project underwent construction in February 2013. The project contracted to Victoria-based firms Chow Low Hammond Architects Inc. and Century Group Inc. involves partial demolition of the existing Central Services building (which houses VIRL's administrative staff), as well as renovations to the portion of the building remaining, and the addition of a new 17,600 square-foot library space. Completion is scheduled for early summer 2014.

The aluminum glazing and colored cement paneling, both off-white and charcoal, used in the addition tie in nicely with the existing building's cedar and cement paneling. Featuring a fir roof deck, the addition also encompasses a structural steel frame with glulam timbers.

The existing building also received its fair share of renovations, says Anthony Minniti, Vice-president of Operations, Century Group Inc. "Essentially, everything in the existing building is all new. Everything was demolished right to bare structure – all new insulation, cladding, roofing, windows, and mechanical/electrical systems."

Inside, a central fireplace, floor-to-ceiling windows, and flexible learning spaces are further complemented by exposed natural wood and bright colors. Carpet tile and sheet vinyl flooring made from recycled materials also allow for durability and easy maintenance.

As Senior Project Manager Cameron Barnes shares, "All the colors and finishes do carry throughout. There is a lot of glazing used, specifically in the aluminum-glazed partition walls."

Approximately 18,000 square feet of the library's total footprint will be used for administration purposes, while the remaining 12,000 is slotted for open use, namely public meeting rooms and

additional breakout program spaces for kids and adults, alike.

"There is a lot of thought and purpose going into this project. The ideas that are coming from industry are avant-garde and forward-thinking," says Bonanno. "We're creating these community spaces. There's a good mix of quiet space and interactive space, and there's definitely an emphasis on having flexible space so the library is never static; it's constantly breathing and moving with the community."

Vancouver Island Regional Library serves more than 430,000 people on Vancouver Island, Haida Gwaii, and Bella Coola through 38 branches, a virtual branch, and a Books by Mail service. Nanaimo North marks the city's third branch, further complementing the Wellington Branch Library and the Harbour Front Branch. VIRL's largest project to date, Nanaimo North was the result of a consolidated VIRL facilities plan approved by VIRL's Board of Trustees.

"Patronage has increased in some cases 30 per cent since [these spaces] have been open," adds Bonanno. "We've got to believe that we're doing the right thing. If literacy is our mandate and creating gathering spaces for communities is our wish, than I consider us accomplishing both." ♦

Past to Present

Nanaimo's South Fork Water Treatment Plant incorporates ancient technology



The City of Nanaimo's South Fork Water Treatment Plant will harness gravity to its full advantage, interestingly, through a system akin to the ancient Roman aqueducts.

"For the last several years, we've been working away at project planning, design and construction," says Bill Sims, City of Nanaimo Water Resources Manager. "The water treatment plant will simply be using gravity to siphon water through membrane filters. To my knowledge, it's the first time in Canada that siphons have been used in conjunction with membranes."



A 14-million-litre clean-water storage facility and associated pipelines constitute the new 1,500-square-metre South Fork Water Treatment Plant.

A 14-million-litre clean-water storage facility (a replacement of the old open air reservoir on the east side of Nanaimo Lakes Road) and associated pipelines constitute the new 1,500-square-metre South Fork Water Treatment Plant. Budgeted at \$47 million, the filtration plant at 2500 South Forks Road will meet the new Island Health Authority regulations on water filtration. General contractor Kenaidan Contracting Ltd. started onsite in February 2014 and is anticipating completion in January 2015.

Once built, the facility will be able to filter 116 million litres of water per day using submerged ultra-filtration membrane technology, a system that strains raw water through extremely small pores. Membrane modules have a design-life of about 10 years, and infrastructure within the plant will be built to a 40- to 50-year population projection, and allow for future expansion.

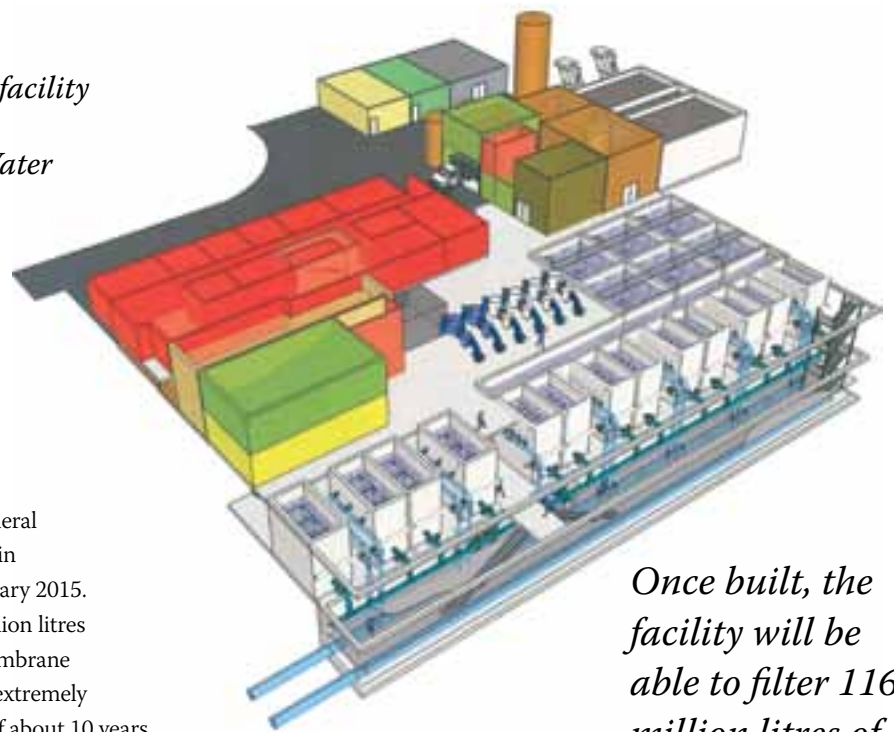
“Membrane filtration for drinking water treatment has become quite commonplace over the last 15 years,” says Sims. “The membranes provide a solid barrier to particles down to the size of parasites that may be in the water. It’s a very robust system.”

Victoria-based Top Line Roofing Ltd. was responsible for the installation of membrane waterproofing, roofing, and wall systems on the South Fork Water Treatment Plant. The project features an insulated Siplast membrane roof assembly, as well as a variety of wall systems including ACM panels manufactured by Compass Cladding in Vancouver, corrugated cladding, and Top Line site-manufactured roll-formed panels.

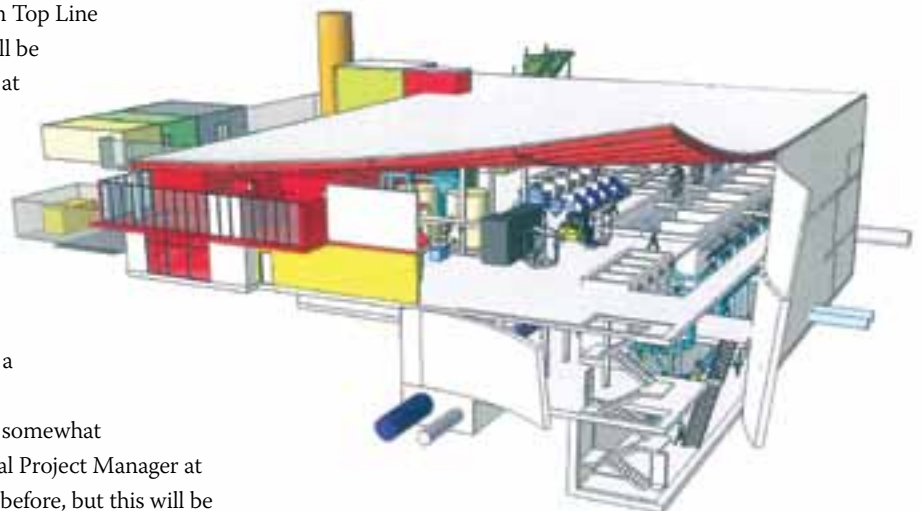
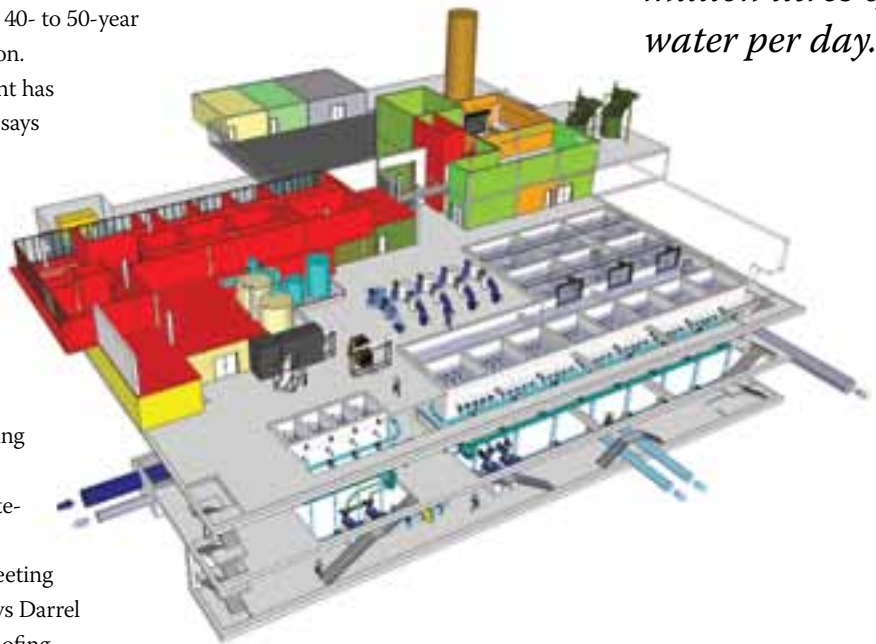
“With Top Line’s large crews and work ethics, meeting the tightest schedule demands is rarely an issue,” says Darrel Holm, Project Manager and Estimator, Top Line Roofing Ltd. “Through extensive value engineering between Top Line Roofing and Kenaidan Construction, the owner will be provided with the best in roofing and wall systems at the most economical pricing.”

Because of the project’s innovative aqueduct system, the South Fork Water Treatment Plant requires a limited amount of electricity to operate. On the electrical side of things, Houle Electric Ltd. has planned to install high-tech electrical and technological systems, such as the PROFIBUS (Process Field Bus) system, a smart automation technology system.

“The instrumentation communication system is somewhat unique for us,” says Charles Harris, Senior Industrial Project Manager at Houle Electric. “We’ve done bits and pieces of this before, but this will be



Once built, the facility will be able to filter 116 million litres of water per day.





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the first time for us that the PROFIBUS system is integrated into the whole building.”

Project funding includes a \$17.8 million grant from the federal Building Canada Fund, \$17 million from the Community Works Fund, \$5.3 million in development cost charges, \$6.4 million from water rate revenues and reserves, and \$22.5 million in municipal borrowing.

A significant project challenge, the project incurred an almost-\$2-million cost premium during the province's transition from HST back to the GST/PST system. During this time, teamwork between the City and project members proved most valuable, says Sims.

“We’ve held a dedicated partnering session, incorporating not only the engineer, the general contractor and the City, but also the major subcontractors,” Sims says. “It’s been a very positive working relationship between the parties, solidified by the partnering sessions.”

Currently, the city operates two chlorination facilities to service the municipal water supply; both will be decommissioned upon the new facility’s completion.

As Sims suggests, the new facility is more than regulatory compliance. “The plant is also an investment that goes towards protecting Nanaimo’s high-quality drinking water source as well as protecting public health,” he adds. “In the future, building the plant will be seen as a step taken with foresight.” ♦

The Importance of Reading and Understanding Your Contract

By Tyler Galbraith, Jenkins Marzban Logan LLP



The best construction projects are those where the parties sign their respective contracts (and quickly put the contracts on a shelf never to be read again); the project is built properly, on time and on budget; and the contractors and suppliers get paid on time and in full. Hopefully, this is a familiar scenario.

However, not all construction projects go as planned, and when issues develop the parties (and lawyers) typically turn to the relevant contracts to determine who is responsible for the problems – and it is at this point that many parties are surprised by their contractual obligations and the distribution of risk.

It is open to the parties at the outset to reduce their agreement to writing in order to establish with specificity and beyond doubt just what the terms of the contract are. Importantly, in reducing the agreement to writing, the parties are free to distribute risk as they see fit, even if such distribution is unfair or contrary to custom or practice in the industry. Accordingly, prior to agreeing to a contract, all involved should read and understand the contract to ensure that each fully appreciates their respective obligations and how risk, no matter how unfairly, is apportioned.

Generally speaking, in reducing a contract to writing, it will be presumed that the parties read, considered and understood the terms of the contract. With respect to the construction industry, that presumption will be strengthened as the courts will assume that the parties are sophisticated business entities with sufficient knowledge and business acumen to understand the contract (and the apportionment of risk) they have agreed to. The courts have gone so far as to say that where a party signs a document which it knows affects its legal rights, that party is bound by the document in the absence of fraud or misrepresentation, even though the party may not have even read or understood the document.

There is no substitution for a construction contract that is negotiated between the parties and fairly apportions risk, but that is not always possible. At the very least, each party should read and understand the contract and identify and properly account

for the risk before agreeing to it. The courts have advised the construction industry that the distribution of risk “is a matter for the marketplace, not for the courts” and that “those who do not protect themselves from unknown potential risk may pay dearly.” Simply put, the courts cannot be relied on to extricate a party from an improvident bargain.

You are generally stuck with your contract, whether you like it or not, so it's best to read and understand it before you agree to it. You do not want to be taken by surprise when you remove the contract from your shelf after a problem has developed on your project and find out for the first time that you are responsible.

Tyler Galbraith is a partner at Jenkins Marzban Logan LLP whose practice focuses primarily on construction related matters. Tyler can be reached at 604.895.3159 / tylinalgbraith@jml.ca. ♦

There is no substitution for a construction contract that is negotiated between the parties and fairly apportions risk, but that is not always possible.

When it comes to complex construction issues, it helps to have experience on your side.

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To Clean or Not to Clean

Greater Victoria's Wastewater Treatment Plant on hold

Greater Victoria's divisive reputé for wastewater treatment is poised for redress—that is, if the highly anticipated Capital Regional District's (CRD) Seaterra program continues as planned.

On April 7, 2014, Esquimalt Council voted not to approve the CRD's request for changes to the zoning of the McLoughlin Point site for the Wastewater Treatment Plant. The citing of the Wastewater Treatment Plant is yet to be determined by the CRD Board.

"Currently, the Greater Victoria area is dumping about 82 million litres per day of raw sewage into the ocean. And that's in the dry season; in the wet season, it's more like 120 million litres," says Seaterra director Albert Sweetnam. "This program will stop that from happening [as of 2018]."

At \$783 million, the region's largest capital project to date consists of the Craigflower Pump Station, the proposed McLoughlin Point Treatment Centre and marine outfall, the proposed Resource Recovery Centre at the Hartland Landfill, as well as conveyance system upgrades and associated piping formerly under the CRD's Core Area Wastewater Treatment Program.

The continuation of the CRD Seaterra Program is imperative for Vancouver Island's construction industry, says VICA CEO Greg Baynton, who in a recent letter to in the Times Colonist cited the project as an "environmental and economic solution [...] that will assist regional employers in the retention of skilled people, and the recruiting and training of others."

Since the CRD Board's April announcement, VICA has actively advocated for the project's continuation, the above letter just one of many examples. A meeting with the Minister of Environment, Mary Polak, and other media activities such as an interview with Canadian Broadcasting Corporation (CBC) similarly advocated for the cause.

On May 27th the CRD announced the Seaterra Program will not proceed with Wastewater Treatment at McLoughlin Point, following a decision by Minister of Environment Mary Polak and Minister of Community, Sport, Cultural Development Coralee Oakes.

"These decisions not only jeopardize the 2,500 job years of work associated with the Wastewater Treatment planned for McLoughlin Point, they jeopardize the future of the entire project and the tens of thousands of potential jobs generated by the economic spinoff of the overall project," says VICA CEO, Greg Baynton. "If there was ever an example or a need for a business case to support local-government amalgamation in the capital

region, this would be it."

CRD Board Chair Alastair Bryson shared his thoughts in the official press release. "It is regrettable that the province has made this decision," Bryson said. "The Capital Regional District is now unable to implement the provincially approved Core Area Liquid Waste Management Plan and our funding agreements with the federal and provincial governments are contingent on the implementation of this plan."

"Federal funding requires a satisfactory outcome that meets the regulation," said Core Area Liquid Waste Management Committee Chair Geoff Young in the official press release. "It is unfortunate that the provincial government would order, agree to fund and then not assist us as they could in carrying out this program."

The CRD is now faced with the challenge of determining how it can satisfy regional priorities and meet the federal government deadline of having a wastewater treatment facility in place in the capital region by 2020. It is unclear at this time whether the provincial government direction will put access to federal funding at risk.

In light of this significant decision, the CRD Board and committee will be meeting on June 4 to discuss next steps and the future of the Seaterra Program. ♦



"The new risks are that the project does not proceed and the tens of millions of dollars invested to date are wasted, funding gets reallocated and, most important, the opportunity for much-needed jobs and future growth in the capital region is lost. This must not be allowed to occur. The government

of B.C. needs to intervene and provide the necessary leadership to advance the Seaterra program, and to do so in a timely fashion. Where there is the will there is the way.

"Residents and businesses are left in a void of confusion and missed opportunity as a result of the capital region's local-government governance structure, the Township of Esquimalt's unanimous decision to oppose a rezoning bylaw for the McLoughlin Point site and the provincial government's unwillingness to become involved in local government issues, despite having the authority to do so."

~ excerpt of VICA CEO Greg Baynton's letter to the Times Colonist

Pipes and Pumps

CRD Craigflower Pump Station kicks off Seaterra program

Situated at 150 Island Highway, the Craigflower Pump Station is the first program component to break ground. Designed to 2045 projections, the replacement pump station will accommodate existing and future sewage system capacity needs in View Royal, Colwood, Langford, and Esquimalt, as well as for the Songhees and Esquimalt Nations.

Jacob Bros. Construction Ltd. out of Surrey (with additional offices in Langford) was awarded the contract for the project commencing September 2013; completion is scheduled for October 2014. During construction, careful consideration was required to devise a traffic management plan as well as a local noise bylaw and environmental management plan. The nearby Shoreline School was also a point of consideration for all teams.

Deep excavation proved an essential project component, as much of the pump station is underground, which resulted in construction work adjacent to the ocean, below sea level. As such, sheet piling was used to create a “temporary box” for safety purposes.

Another unique aspect of the project includes horizontal boring for the two underground pipes responsible for carrying sewage—one force-main and one gravity-main.

“As part of our involvement, we are assisting with value engineering,” says Todd Jacob, of Jacob Bros. Construction. “The original design involved horizontal boring wherein the pipe and the sleeve were one and the same. Working with the project designers, we have re-designed to create a separate steel sleeve within which we will slide the carrier pipe, offering additional protection of the sewage main from corrosion and physical damage and providing future design redundancy.”

The station’s stone and wood cladding create a West Coast look that well-complements neighbourhood aesthetics. The one-storey, 26-foot-high building also features large glass windows and a curved roof, while sustainable features include EcoSmart concrete, energy-efficient PowerSmart electrical equipment, and rainwater run-off control (bioswale and rain garden). Existing trees onsite will also be retained.

The replacement of the existing Craigflower station (1971) is partially funded by Government of Canada’s Green Infrastructure Fund, as well as provincial and federal funding and CRD funding. Plans for the existing building have yet to be announced.

In the Seaterra system, wastewater will be transported from the Craigflower Pump Station to the McLoughlin Treatment Plant for primary and secondary treatment. Residual solids will then be sent to and disposed of at the Resource Recovery Centre, while the treated, cleaner water will be discharged into the ocean. The entire

system will also serve to prevent wastewater overflows into the Portage Inlet.

As Sweetnam confirms, local hires is a central focus of the Seaterra program. By breaking up the program into both large and small projects, local contractors are afforded opportunity to participate in the project’s 10,000-plus man-hours of work required. In addition, the CRD recently worked with the Vancouver Island Construction Association to promote opportunity with the McLoughlin Treatment Plant, a portion of the Seaterra project that was recently tendered to Harbour Resource Partners (HRP); the firm was also contracted to design, build and partially finance the Victoria Harbour Crossing and the Marine Outfall.

“We definitely try to encourage local hires,” says Sweetnam. “We will be spending \$783 million in the Greater Victoria area, and in addition to those opportunities, there’ll be a huge benefit having these people working in the area until 2018, such as additional business for rental units, restaurants, shops, and suppliers.” ♦



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Welcome Aboard

BC Transit embraces online tendering



BC Transit is set to double transit ridership by 2020 – from 50 million passenger trips across the province to 100 million. Of course, such a development brings with it the need for complementary infrastructure upgrades.

“We’re getting more buses all the time to meet the growing demand for transit services. We’re almost bursting at the seams now, and it’s telling us that upgrades are imminent in five to eight years,” says Rory Kulmala, Manager of Fixed Asset Construction at BC Transit. “But we have to start the planning for that now.”

In preparation for 2020 projections, a number of transit infrastructure initiatives are either currently or soon to be in the works in the province. New facilities in Victoria, for example, will augment the major maintenance centres currently in place; likewise for the transit improvements such as the creation of the Douglas Street bus lanes. New facilities are also in the planning stages for Kelowna and Abbotsford, and will likely be tendered within five to seven years, while facility requirements are currently being evaluated in Courtenay/Comox. For these new projects, says Kulmala, tendering will take place online.

Victoria’s in-ground oil line replacement of 2012 was the first

Rory Kulmala, Manager of Fixed Asset Construction at BC Transit.



transit project to adopt online tendering through BidCentral™. Through the help of the Vancouver Island Construction Association (VICA), the project was successfully contracted to member firm Farmer Construction Ltd.

During this project, VICA demonstrated the BidCentral software to the transit authority and also hosted the project online. In addition, the association assisted in revising the BC Transit contract to include online tendering and associated language. As Kulmala reports, the project worked well and the process was well received.

Knowledge of the industry is something Kulmala cites as an integral asset for all owners, as it allows for better decision-making and planning. As such, BC Transit's partnership with VICA remains strong.

"The work BC Transit has done and the involvement we've had with VICA has really helped us understand the industry a bit better; particularly with outreach and by educating the industry on how BC Transit works," he says. "Our current projects are going well, and it's our goal to embrace online tendering and use the resources at VICA as much as possible." ♦



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Jonathan Smallwood,
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Development, answers all things bid

BidCentral™ is described as the 'entry point' to all aspects of online document and bid management. If you would kindly elaborate, Jonathan.

Jonathan Smallwood: BidCentral offers the only complete and truly online procurement system, from start to finish. And we really mean online (not just emailing a scanned document that then has to make it past spam filters and wait to be transcribed). Imagine the same processes the construction industry has been using for decades but now in a simple to use, automatic, online format. From bid advertisement, to document control, online bid submissions and detailed audit tracking, the entire process of managing and submitting a bid can be controlled through BidCentral.

The online platform has many user-friendly tools. Care to share a few?

JS: We have made BidCentral easy to use while providing the security and privacy required for a submitting a bid. Every BidCentral online tool replicates the traditional process used by the industry. Whether it's to submit a paper, a hard copy tender, invitations, pre-qualifications, addenda, bid bonds, awards – all these manual steps can be completed online today at BidCentral. Not only is this time and cost efficient, it reduces the risk of non-compliant bids by eliminating the possibility of incomplete bids. BidCentral also has the only true e-bonding system in Canada, built to the highest standards required by the Surety Association of Canada.

Who uses BidCentral, and how can one get signed up?

JS: BidCentral was designed to replicate the current process for the entire industry.

Owners, developers, contractors, sub-contractors, trades and suppliers all use BidCentral today. Many architects and designers are also using our tools to manage their projects. Signing up is easy! Just contact VICA or visit Bidcentral.ca. You'll be up and running in a matter of minutes.

What are the perceived benefits, or more specifically, the advantages of using this approach as opposed to a traditional paper trail?

JS: From an owners' perspective, it keeps you in control. You know where your project documents are and who's viewed them and who is planning to submit a bid. You can notify everyone via addendas with a click of a button. Contractors looking to bid on opportunities love the simplicity and organization – documents are available any time of day, from any computer with an internet connection! You don't have to rush across town to submit a bid on time. Everything is managed from a screen, whether it's in your office, on the job site, or in the helijet terminal on one of those annoying foggy days.

There must be many environmental benefits to BidCentral as well.

JS: BidCentral is very green, which is a point of pride for our customers. The traditional paper tendering process has a negative impact on the environment: consider all the reams of paper and the emissions created by every party involved in the traditional system. BidCentral is paper and fossil-fuel free. No scanning, no uploading, no paper, no driving or couriers. We have managed over 20,000 projects and estimate we've helped industry save over 684 tons of wood;

1,089,300 pounds of greenhouse gases; and 5,536 BTUs.

Jonathan, any new developments coming down the BidCentral pipes?

JS: We're always looking for ways to improve the range of services we provide to the industry. For example, next up, BidCentral will enable users to procure anything and everything. Our expanded procurement service was successfully used in a test scenario to procure a school bus. This opens up huge possibilities for our customers; not only can the tender for the construction process be procured, but the maintenance and operations contracts or even the office furniture and supplies. What could be simpler?

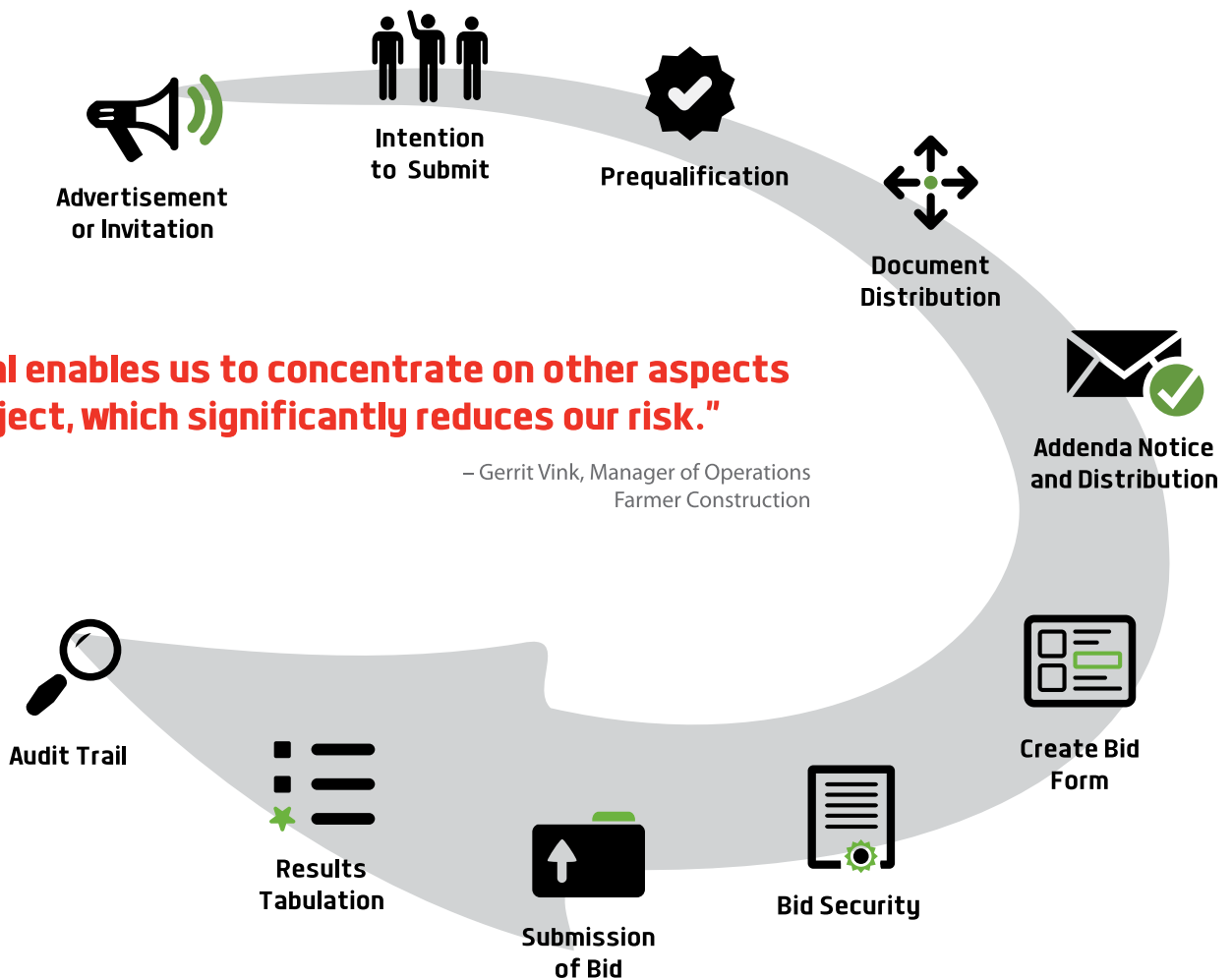
In your opinion, is BidCentral becoming (or already become) an industry standard?

JS: There is no question that BidCentral has set the bar high and is the new standard in online procurement. A recent industry survey conducted by the BCCA and *Construction Business Magazine* shows that of respondents using online services, 64 per cent are using BidCentral. Everyone is looking for ways to streamline their business, increase project opportunities, and reduce operating costs. BidCentral delivers all that and more. We have new projects and companies coming online every day, all looking for an easier and more efficient way to manage their projects and connect with each other. If you want to be competitive today, you have to be entirely online, and the only way to do that is to be at BidCentral. ♦

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A River Runs Through it

BC Hydro advocates environmental responsibility through Kokish Substation Interconnection Project



The Kokish River of northeastern Vancouver Island is a provincial treasure. Located approximately 50 kilometres southeast of Port Hardy, the river is host to many communal activities and essentials, most recently providing power to approximately 13,000 of the province's homes.

In service as of March 2014, BC Hydro's \$20-million Kokish Substation Interconnection Project interconnects Kwagis Power Limited Partnership's (a limited partnership of Brookfield and the 'Namgis First Nation) run-of-river hydroelectric project into the BC Hydro 138-kilovolt grid. Approved for implementation in fall 2011, followed by property acquisition and engineering

through 2012, the project harnessed an integral objective, to minimize the environmental footprint.

"In order to interconnect Kwagis's hydroelectric project, BC Hydro constructed a new 138-kilovolt switching station. The switching station location was chosen to minimize project impacts and costs for both BC Hydro and Kwagis," says BC Hydro's David George, Senior Program Manager of the Transmission Project Delivery group, adding that existing infrastructure, such as roads and transmission lines, was used where possible.

The new switching station is located on a previously disturbed industrial site, adjacent to BC Hydro's existing





138-kilovolt transmission line and within 0.5 kilometres of Kwagis's Powerhouse, approximately 15 kilometres east of Port McNeil, and has a footprint of approximately 72 metres by 74 metres. Major equipment consists of a control building, 138Kv structures, buss, disconnects, three circuit breakers and associated protection and control, SCADA and telecom equipment.

Construction commenced in June 2013 and was delivered in partnership with AMEC, which is providing engineering and project management services. Kwagis's run-of-river project consists of partial diversion of flows from the lower Kokish River through a nine-kilometre buried pipeline, which conveys water to the new powerhouse for power generation of up to 45 megawatts of electricity for the BC Hydro grid.

Interconnecting Kwagis's generation facility further increases reliability of power supply on Vancouver Island, says George. Significant economic benefits to the region include employment during the construction phase and maintenance in the long term. Nanaimo-based Northern Civil Energy Inc. (NEC) constructed the site preparation phase laying the groundwork for local firm F&M Installations Ltd. (FMI) to deliver the civil, structural, electrical, mechanical and protection and control construction.

"Every project has its challenges; however, these occurrences are greatly minimized by forward thinking and planning," says Steve White, Project Manager at F&M Installations. "When challenges did occur active involvement between all team members resulted in speedy and effective solutions. The project was completed on time and met the clients' quality expectations. Safety and environmental statistics were exemplary resulting in a very successful project for the FMI team and our subcontractors." ♦



Power to the Island

Comox Valley eagerly anticipates BC Hydro's Buckley Bay Substation



BC Hydro's significant investment near Vancouver Island's Buckley Bay will create a more robust and reliable electricity grid for BC Hydro and the Comox Valley.

The \$28-million, 138/25-kilovolt substation will bring the total number of stations in the area to three with the addition of up to five new power circuits, all of which will better serve the increasing population south of Courtenay, says BC Hydro spokesperson Stephen Watson.

Reinvestment in the area was needed to maintain power reliability, as existing distribution circuits that supply power to this area were at capacity, he says. "This project was about our goal to safely

keep the lights on. We are also fostering economic development, both from the construction of the substation and the future development in the wider area as a result of the new substation."

BC Hydro worked diligently through 2010-11 to find the right location for the new substation. After careful consideration, a 20-acre property site was selected near Highway 19, about 3.5 kilometres north of the Buckley Bay ferry terminal, away from residential areas, out of sight lines, and adjacent to the transmission line corridor.

Uplands Excavating Ltd. out of Campbell River was contracted for site preparation as well as for the construction

of an access road from the Inland Island Highway, while Vancouver Island's Houle Electric Ltd. was contracted to construct the new substation. The five-year construction period will wrap in time for the substation's targeted in-service date October 2014.

According to Shawn Boyd of Houle Electric Ltd., the company has successfully completed all civil excavation and concrete work, and grounding grid installation and structural steel work has since ensued. Major owner-supplied equipment landed onsite late February with the 138/25KV transformers, while the prefabricated control building arrived early March.

Poor 2013 weather conditions prompted

BC Hydro worked diligently through 2010-11 to find the right location for the new substation.

the Houle team to experiment with lean concrete mixes beneath the major structural bases to meet the compaction specifications, says Boyd, adding that pre-fabricated materials will be used for the grounding grid, busswork, and yard equipment such as lighting and instruments.

“To date the weather has presented the largest challenge to us with the civil works,” Boyd says. “We’ve been able to move forward using innovation outlined above holding to a tight schedule. No doubt there will be more challenges as the project progresses. We will do our best to identify them as early as possible and find solutions to push the project forward.”

Typical of BC Hydro ventures, the project holds firm to strict environmental guidelines, including weekly reports consisting of complete site inspections of sediment and erosion control, water quality, waste management, dust and noise control, and environmental and heritage resource protection. To date, Boyd reports no major onsite issues.

BC Hydro and AMEC have required Aboriginal inclusion for the project from the local First Nations bands. Subsequently, Houle Electric has employed an Aboriginal First Aid attendant and is reviewing other resumes for key positions in the project as it progresses.

In all, as Watson concludes, BC Hydro is encouraged by the project’s future implications. “Customers south of Courtenay to Buckley Bay and beyond, including Denman and Hornby, will see better power reliability over time as the improved system will provide BC Hydro crews with more switching flexibility.” ♦



Contractor-friendly Contracts



BC Hydro receives industry nod for newly revised contract

Every construction project is paired with a contract (and in some cases, multiple contracts), some more challenging than others. In recent years, BC Hydro has taken steps to be included in the latter category with their revised contract that has been touted “contractor-friendly.”

“It was identified that the bidding process, and ultimately the contracts put in place, were challenging for industry,” says Daniel Olsen, Chief Procurement Officer for BC Hydro. “As a result, we recognized that this was something we had to take on, and the sooner we did that, the better. We’re really trying to bring the document into the 21st Century.”

In the past, efforts were made to amend the previous documents that included numerous appendices and schedules; the

new contract streamlines much of this into the general conditions with revised, concise language that more clearly describes the rights and obligations of both BC Hydro and the contractor.

Revisions were initiated through a BC Hydro survey conducted with members of the supplier community, says Olsen, in order to “get a sense of what it was like to work with BC Hydro.” Following the survey’s results, a 15-member working group consisting of BC Hydro and industry representatives met on a regular basis to revise the contract.

After the document was finalized in early 2012, information sessions were hosted by BC Hydro in partnership with local construction associations to advise industry of the changes – both current and future. A crowd of 43 attended the June 25th session at Victoria’s Hotel Grand Pacific. This event and similar sessions held across the province afforded BC Hydro an opportunity to explain the changes in more detail and get direct feedback from industry.

As Olsen suggests, the current contract, which has been utilized in over 50 projects since its release, sets forth the necessary foundation for additional future improvements. Plans for this are still in the early stages, however, and will be announced later this year.

“Industry was very motivated to work with us through these changes – and they recognized that there were other things that we need to address over time,” says Olsen of the province-wide sessions. “By all accounts industry has been very satisfied with the changes, and we will continue to discuss with industry as we review future modifications and improvements.” ♦



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The Power of Public Consultation

By Robyn Quinn APR, MA, Fellow CPRS

WHAT DRIVES PUBLIC CONSULTATION?

Riddle time – what is invisible and often ignored but once poked becomes incredibly noisy and has the power to crush a project into dust and crumpled blueprints?

The public, your public – and you don't have a choice in the matter. They will make you their focus. Especially if they think your work will change their world. On a formal level, the core rationale behind the consultation process in any scenario is to identify issues, concerns and potential public resistance before work on a construction project begins. According to a European school of environmental management, the benefits of public participation are many and often depend on the project impact potential and the affected population. These are a few items to at least acknowledge early in the planning process:

Sustainable Development

Sustainability is a growing criterion for projects and is authentic when achieved through the involvement of all stakeholders.

Environmental Protection

Environmental issues have become an important factor in a project success. In order to manage possible public opposition based on this category it is critical to gauge the public interest and understand why they care.

Conflict Management

Although not all conflict situations can be avoided, they are made explicit in the public participation debate. That definition of scenarios and responses can help make the management process more efficient.

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Public consultation is not just about your project, it's about how people feel about you and your company in the community, and what you stand for."

Stephen Watson, BC Hydro

Mitigate the Risk of Public Opposition

Stakeholders need to have a sense that their concerns are being listened to and that there are opportunities for them to offer alternatives or solutions – this validation reduces the risk of disruptive opposition.

Economic

If the public is involved in the full decision making process, their concerns may be addressed earlier in the planning process when changes could be made with less financial consequences.

Other Benefits

Acceptance of the public as a valued partner in the construction process can inspire the co-operation between citizens, their government, and industries that is crucial to the success of a regulatory system. Public participation and consultation is also an opportunity to solicit the "hidden" knowledge of the wider community and their key concerns.

WORTH THE PRICE OF CONVERSATION

Developers often find themselves facing vocal opposition because they attempted

to side step even a minimal consultation. People have a core need to know how they will be affected by anything taking place around them. The Golden Rule of communications is that when faced with an information vacuum people will fill the space – and not necessarily with correct information.

When a process ensures a transparent and accessible platform for the populations who have a stake in the project (stakeholders) there is a greater likelihood of success. An example of a targeted process is the hearings taking place into Kinder Morgan's proposed pipeline expansion through Alberta and BC. Under federal rules, those who apply to take part as interveners (to speak at the hearings) must be directly affected by the project or can prove they have relevant information or expertise. Over 2,000 applicants asked to participate in the March 2014 hearings for the \$5.4 billion project. Obviously those people and groups felt a compelling reason to be heard and to have their opinions included in the final decisions. Without stakeholders understanding and support a major project may languish for years or worse, simply fail to launch.

For smaller projects the project owners need to do an environment scan of the stakeholders before setting up communications and consultation events or opportunities. They need to commit to a process that is genuine. What is an environmental scan? Simply put, a scan identifies potential scenarios and the people who need to know how your outcomes will affect them. It could be the local or provincial governments –making sure you follow the mandated processes. It could be the neighbourhood residents or businesses. Every person who lives or does business near the project will expect to be heard.

There are also special interest groups to consider – organizations who have built up expertise and understanding in aspects of project impacts. They might be economic, environmental or cultural focused. Work has been halted on a major infrastructure initiative after the discovery of an important archaeological artefact

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or when a significant habitat threat is identified by such a group. First Nations communities are increasingly involved in approval processes so building real relationships with them has become an essential success factor for many projects. Preparing multiple scenarios with local special interest groups in mind before the consultation phase provides an opportunity to have plans in place.

BALANCING ACT

Consultation is a balancing act – the decision might already be made but there is very real value in working participation. Groups and individuals may propose unique solutions or identify unforeseen challenges – the critical element is they must feel that they are being heard. According to Stephen Watson, BC Hydro Stakeholder Engagement on Vancouver Island, the key is to get out early and build relationships.

“The two main themes for me in community engagement are no surprises, and to begin and maintain good community relationships – get out early on a project and then continuing communication until project completion,” says Watson. “Whether that’s community meetings, email, phone calls, construction reports, news releases, social media or all the above, keep people informed. People may in the end agree to disagree, but at least they will know what’s happening and that’s always appreciated. Relationships are critical, whether at work or in your personal life. Two-way communication, and making the majority of your side listening, will result in good outcomes.”

Levels of public trust have changed. There was a time when development organizations could expect a default level of respect and trust even if they were not well known by stakeholders. Reputation used to have weight. That situation no longer exists. Road shows, town hall meetings, online forums, community presentations and site tours must be more than window dressing. Social media is another source of real time public input although it can be monitored, never controlled. One

example of a public consultation that launched with enthusiastic support but deteriorated to the point it was detrimental to the project was a recent engagement campaign on a major transportation change. Unfortunately, the final perception was negative because many stakeholders felt project owners had never been interested in their voices, only the appearance of authentic consultation. In these circumstances the act of public consultation merely reinforced frustration and increased the risk of resistance.

A truly powerful communications tool when used expertly, public consultation can solve issues before they stop a project. The genuine act of inviting stakeholders to step forward is the professional and in some cases, the required process to manage a project from idea to successful completion.

References:

<http://www.biodiversity.ru/coastlearn/pp-eng/references.html#budd> ♦

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Developing Trends

Industry weighs in on contract security at VICA member meeting



It's no secret that business practices ebb and flow with the changing times. The challenge, then, comes with keeping abreast of these developments.

Victoria's Laurel Point Inn was the setting for an informative VICA member meeting held on September 18th. During the morning session, attendees from all sectors of industry listened attentively to discussion on the forms of contract security recognized by the Canadian Construction Documents Committee (CCDC) and the emergence of contract default insurance in the marketplace.

VICA CEO, Greg Baynton, was pleased to address the crowd of 100-plus with an overview of the event. "The construction industry on Vancouver Island, like many others in BC, is accustomed to contract bonding as the norm or recognized

industry standard for contract security," he said. "Recently, contractor default insurance (or a product known as SubGuard) has been introduced into the Vancouver Island marketplace. This development has been the subject of considerable discussion by many of our 500 members. The intent of today's session is to provide you with some facts and perspectives about contract security from experts on the subject and a range of perspectives from a panel of respected professionals."

During the information session, a panel of experts discussed best practices associated with contract security and their impacts on stakeholders. Facilitated by Terry Brown of STBR Consulting Ltd., the panel discussion featured Rick Gudz, CFB Esquimalt Site Manager, Defence Construction Canada (owner); Nils Sorenson, SubGuard Product Manager, Zurich Insurance



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(insurer); Randy Singh, Construction Services Account Executive, HUB International (surety); Anibal Valente, Vice-president, PCL Constructors Westcoast Inc. (general contractor); and Russ Hepworth, President, Tech Mechanical (trade contractor).

"What always excites me in an environment like this is that we've got all the participants of industry in the same room," says Terry Brown, facilitator and Canadian Construction Documents Committee (CCDC) member. "It's when we sit in the same room and listen to each other's positions that we get a better understanding of the industry and we likely can adapt and move forward."

As Brown adds, the morning's discussion centred on the evolution within the contract security sector. "Even though bonding remains the mainstay for contract security, other

forms of contract security are more frequently being used in the construction industry, including letters of credit, cash deposits, and more recently, contractor default insurance (including SubGuard)," he says. "Each form of contract security has its own uniqueness, and the players in the industry must determine what model best serves their business needs."

VICA member Pascal Matters of Western Oil Services Ltd. was pleased to be a part of the event. "Today's event was awesome. The quality of the content and the delivery was incredible," says Matters. "We've all got busy schedules and [this] gave me a lot in a little bit of time. Western Oil Services recognized that markets change, business practices change, and that we have to keep current with those practices." ♦



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When we opened six years ago we instituted a number of programs to earn the trust of Victoria construction firms. “We improved our screening processes, revamped our safety program, and became COR Certified. We engaged our clients and invested in our workers,” added

Barclay.

The most common complaint from potential clients is poor communication by the labour agencies. To address this concern we require senior management to be in the office each day at 5:30 a.m. to oversee the daily dispatch of workers. We utilize our 50 years of combined construction experience to select the best possible personnel and fit for each client.

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Four years ago we began the process of becoming COR certified which led Barclay to attend BCIT's CSO program to obtain a better understanding of the process. “It is a challenge educating a workforce whose personnel is constantly changing

and I wanted my staff to know I was fully committed to the process,” said Barclay. “In 2012 we achieved COR certification.”

We created a TLC Safety Trained program for their temporary employees, which not only educates our workers on basic safety, but rewards those who achieve an 80 per cent passing grade with an increase in their hourly wage. Additionally, we now offer third party safety audits for our clients.

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Today, Camosun continues to be on the leading edge of skilled trades training, offering unique programs to address the looming skills shortage: Trades Exploration, Aboriginal Trades, Women in Trades and Dual Credit opportunities for local high school students. Trades students are all encouraged to develop a can-do attitude and work ethic, with a focus on safe work practices.

Camosun also recognizes the importance of the employer's investment, to hire new apprentices, provide time away for annual technical training, and often to contribute funding for bursaries and awards. This ongoing support from local industry plays a big role in trades training success.

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