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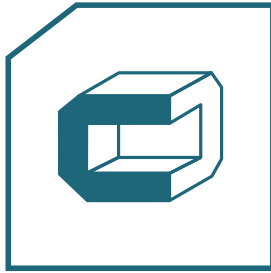
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FEATURES

- 16 From cabin to campus**
Campbell Construction builds a reputation as an industry leader
- 56 Earning success**
Chris Konefall's journey from Bladerunners to owning his own company
- 58 Asking the questions that matter**
Mentoring young workers
- 60 The solution starts now**
BuildForce Canada cites promising economic forecast for B.C.
- 62 Future assurance**
The importance of succession planning
- 66 Procurement changes**
Knowledge is profit
- 68 Construction leaders working together**
A recap of the Capital Project Forum 2015
- 71 Mele Kalikimaka**
VICA celebrates Hawaiian-style at annual holiday luncheon
- 74 Going strong**
VICA AGM reaffirms association's commitment to success
- 80 Building healthy communities**
Two new hospitals for Vancouver Island's North by 2017
- 83 It's all in the details**
The Kwakiutl Wagalus School in Port Hardy gets a total makeover
- 86 Breaking new ground**
Allterra Construction takes mass stabilization to the next level
- 90 Urban cliff culture**
Indoor climbing gym to open in downtown Victoria

Contents 2015-2016

- 92 Function meets fashion**
Nanaimo's McGregor & Thompson Hardware building has wow-factor
- 94 Upholding tradition**
Century Group restores Victoria landmark on Government Avenue
- 97 The good faith performance of construction contracts**
A brave new world
- 98 Building and community for Women in Construction**
- 99 Seeing the future**
U40 professionals
- 100 Build it and they will come!**
Camosun to welcome new trades complex in September 2015, funding on track
- 102 Radical renovations**
HeroWork Program Society pairs with Victoria construction community
- 108 Everyone needs a little support**
Vancouver Island to welcome new support centre for civilian and military staff

52 THE NEXT GEN

The age 45-and-underers thrive on the unpredictable nature of their jobs

DEPARTMENTS

- 5 MISSION & VISION**
- 8 VICA - WHO WE ARE**
- 10 MEMBER BENEFITS**
- 11 VICA STAFF**
- 12 MEET YOUR BOARD OF DIRECTORS**
- 41 VICA AWARDS INAUGURAL GOLD SEAL MANAGEMENT SCHOLARSHIP**
- 42 SCHOLARSHIP WINNERS**
- 43 VICA MEMBERSHIP LISTINGS**
- 78 GOLF TOURNAMENT - IN PICTURES**

MESSAGES / REPORTS / SUMMARIES

- 18 A MESSAGE FROM VICA CEO - GREG BAYNTON**
- 20 A MESSAGE FROM VICA CHAIR - DON CAMERON**
- 22 CCA HARD AT WORK IN 2014**
- 24 FROM THE TOOLS TO THE CORNER OFFICE - BCCA REPORT**
- 28 WE MAKE IT EASY TO CHANGE BENEFITS PROVIDERS - BCCA EBT REPORT**
- 32 COCA 2015 Q1 & 2 SUMMARY REPORT**
- 34 INJURY MANAGEMENT TIPS TO KEEP B.C. WORKING - BCCSA**
- 36 CCDC FOCUSES ON NEW PROJECT DELIVERY METHODS & ONGOING DOCUMENTS**
- 38 BUILDING CONSTRUCTION MANAGEMENT WITH GOLD SEAL CERTIFICATION**
- 40 GOLD SEAL LISTING**



THE NEXT GEN

(L TO R): Jason McGrath,
Kate Ulmer, Katy Fairley,
Yosef Suna, Raymond Lam,
Eric Ulrich and
Melissa Zimmerman.

CHAD HIPOLITO, HIP PHOTOGRAPHY



Our Structure

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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Your blueprint for success

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WHO WE ARE YOUR BLUEPRINT TO SUCCESS

The Vancouver Island Construction Association (VICA) is always evolving to meet the needs of the industry. It works under the vision of *one market, one association, one voice* for the Island. It is through this vision, guided by the principles of leadership, service and representation, that VICA consistently serves its members who work in the construction community's 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. This year we raised \$12,000 for Kids in Need and the Boys and Girls Club.

VICA's members utilize BidCentral™ to source project opportunities, use the available tools to bid projects, and view the subsequent bid and award results.

We actively work with the owner and consultant community to bring our members the most up-to-date information about bidding opportunities.

VICA's first and foremost priority is its members. Our staff strive to help our members in a timely and effect way. If you are in the neighbourhood, stop by!

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. ■



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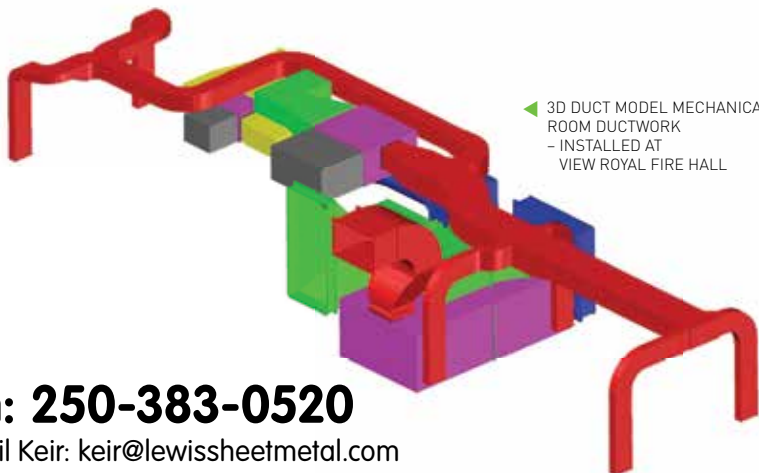
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MEMBER BENEFITS

VICA's 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 supporting the construction community and helping members succeed.

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MEET YOUR BOARD



DONALD G. CAMERON
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.



ANGUS MACPHERSON
Past 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.



ALAN FLETCHER
Vice-Chair

Alan Fletcher, president and founder of AFC Industries Ltd., has owned and operated successful construction companies in Victoria and Courtenay/Comox over the past 20 years, specializing 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, he takes pride in balancing project costing with quality construction and creative design.

Over the years he has grown his company to a strong team of up to 45 experienced employees and completes approximately \$10 million annually in construction costs. Alan is a highly reputable builder representing the North Island construction industry as a board member of the Vancouver Island Construction Association (VICA). Over the years he has been a speaker at several conferences targeting the construction and development industry.



ANTHONY MINNITI
Treasurer

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.



DAVE FLINT
Secretary

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.



KATY FAIRLEY
Director

Katy is the business development manager for Kinetic Construction Ltd.'s three offices in Vancouver, Victoria and Courtenay. She graduated from Mount Allison University in New Brunswick in 2005 with a double major in international relations and political science.

After working in Chengdu, China, she spent over three years as a political aid to MLAs in the BC Liberal Government Caucus. In 2010 she entered the construction industry thinking it was just a job. Instead, she found a career. Along with VICA, she founded Women in Construction in 2013 because of her passion for the construction industry.

She strongly and firmly believes that in order to meet labour shortages women need to be encouraged to consider construction as a career. She brings her knowledge of procurement issues and best practices to the Board. She is the chair of a VICA committee (WiC) and served on the U40 executive. She has also lent her voice to a number of VICA taskforces.



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.



MEET YOUR BOARD



JASON KINCH

Director

Jason completed his Civil Engineering Bachelor's degree from the University of Alberta specializing in Structural Design in 1993. He started his career in 1999 for a major construction management firm then served as a project engineer for a structural design organization where he coordinated and managed commercial, industrial and residential construction projects. Jason's experience includes contract administration/construction review, project management, developing and monitoring budgets, and conducting assessments. As the regional manager and senior project engineer in charge of RJC's Nanaimo office, Jason draws from his experience in both the private sector and local governments to ensure provision of the necessary resources to deliver a high level of client service.



DOUG SAVORY

Director

Born in Nanaimo, Doug has been in the mechanical construction industry for 37 years. For the last 15 years, he has been in the office at Archie Johnstone Plumbing and Heating, and is now the vice-president. He sits on various other boards and committees related to the mechanical industry, and he holds a COR certification and a Gold Seal accreditation in Construction Management. Doug maintains a membership in SMART (Sheet Metal Air Rail and Transport). He is on the executive committee, sits on the joint adjustment board and the joint apprenticeship committee, and is an experienced negotiator. His understanding of both the needs of the worker and the needs of management brings a multi-sided view to the table.



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.



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).



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YOSEF SUNA
Director

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



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 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.



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.

FROM CABIN to Campus

Campbell Construction builds a reputation as an industry leader

By Lyndon McLean

A lot has changed in the last 50 years. In 1964, when the Fairmont Empress Hotel was the tallest building in Victoria and an earthquake in Alaska shook the Island, William (Bill) Campbell, Ken Farey and Archie Campbell formed W. Campbell Ltd., known today as Campbell Construction Ltd.



Their first job, a cabin on Shawnigan Lake, was a project worth \$6,600; \$51,140 in today's dollars. Campbell has come a long way since then, earning a reputation as a quality general contractor/construction manager, managing hundreds of projects – from hospitals to high-rise residential buildings – worth millions of dollars, all built on the foundation of solid craftsmanship.

Two major projects in Victoria that Campbell has played a major role in are the recently opened Centre for Athletics, Recreation and Special Abilities (CARSA) at the University of Victoria, and the RailYards Development, an award-winning residential development built along the Selkirk Waterway in the city's Inner Harbour.

CARSA is a world-class venue that the UVic Vikes call home. The 17,700-square-metre building has more than 190,000 square feet of floor space (equivalent of three football fields), a 2,100-seat

The University of Victoria's Centre for Athletics, Recreation and Special Abilities (CARSA).





The RailYards.



performance gym, a multi-purpose field house, a dual-level fitness and weight training area, and a sports therapy clinic, among other features.

Built to meet the LEED Gold building standard, sustainability features include a geothermal system to provide both heating and cooling for the building, extensive use of natural light to reduce artificial lighting, and LED lighting fixtures, which will save energy and money.

The state-of-the-art facilities are also the new home for CanAssist, UVic's innovative program that transforms the lives of people living with disabilities. CARSA offers a significant increase in space compared to CanAssist's previous location. State-of-the-art labs and a machine shop will greatly enhance CanAssist's ability to develop its technologies and programs, and accessible, flexible space will help them meet the growing demand for their services.

CARSA is a major project for Campbell Construction. They'd worked on other projects at the university, and their expertise and experience served them well, but CARSA was large and complex, with extra challenges, including ensuring cast-in-place and pre-cast segments of the five-storey parkade's foundation aligned while working with less than an inch of clearance.

Challenges aside, the project was completed on time and on

budget and opened to the public on May 1st, 2015, welcoming the community at an open house May 2nd and 3rd.

A 15-minute drive west of the university takes you to another of Campbell's projects: the RailYards. The former CN property was one of the city's original industrial railyards. After careful site remediation, it began to take shape as a housing development more than a decade ago, when developer Chris Lefevre began transforming the 13-acre site. The low-density development now includes condominiums, live-work studios, townhomes and mews homes, with 100 townhomes and 280 condominiums already built, and more under construction.

Harbour Homes II Bridge Edition is currently under construction, and two- and three-bedroom townhomes units are selling fast. All units in this phase will be completed by December 2015.

The final phase, Bond's Landing III located at 787 Tyee Road, will feature 150 condominiums in three buildings of three, four and six storeys. Construction on this final build-out is slated to start in late 2015 and finish in 2018. Exterior cladding features an engineered rain screen system, and all windows are double-glazed thermally insulated and CMHC-rated energy efficient. Green features include a green roof system over the underground parkade and site-wide storm water management.

Continued on page 110.

CARSA under construction.





A MESSAGE FROM VICA CEO **GREG BAYNTON**

VICA AND INDUSTRY CONTINUE THE TRAJECTORY OF CHANGE

In the course of my duties as CEO I have had the pleasure of connecting with members up and down the island, individually and through our member meetings and networking events. The member experience conveyed to me in those settings has been mixed. Some say they are busy, seeing an increase in activity and margins, while others report being discouraged by the reverse. Some of the latter say they experienced two recessions since 2008, and do not have a lot left in the tank. They are fearful of a possible third.

Regardless of whether their experiences are positive or negative, they all agree business is very different than what it was, and share an understanding that their industry will continue its trajectory of change.

Members have also noticed VICA is different than it was. Business and associations must adapt and be nimble to deliver deep value to their customers and members. Our goal is a promise, to assist and support our members in any way that will make them stronger and better – to be the best that they can be.

One of the ways VICA is delivering on that promise has been to actively create an opportunity to bring the broader construction community together – connecting contractors, suppliers, consultants and public entities, the purchasers of their collective products and services. These connections will define our success here on the island. There have been some wins and accolades in the early stages of our endeavour to build a more cohesive construction community. This community faces the same trajectory of change, and together we can make great strides to improve project delivery outcomes.

These larger strategic initiatives, like the Construction Council of Vancouver Island and the successful Capital Project Forum in Nanaimo, are vital to our industry and the long-term success of the members. But we cannot overlook basic day-to-day member needs and the practical ways we can assist. VICA staff interact with members on a daily basis and we enjoy an unusually high positive rating on our member surveys. On our recent leader's survey, the response rate was 48% and the accompanying findings just as compelling.

The top areas of member concern were sourcing and retaining the right people, the changing face and intensity of competition driven by a variety of economic and market factors, standards and practices related to procurement and contracts. Not surprising, the top three opportunities identified to enhance member value were education, increased opportunities for industry interaction and networking, standards and practices. Those findings also underscore an industry in transition and the value of VICA membership because those opportunities are the very areas we are focused on to provide that memorable, deep value to members.

I urge you to seize every opportunity to actively participate in association initiatives, events, education and volunteer leadership opportunities. Your voice is the voice of the industry and should be heard. ■

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A MESSAGE FROM VICA CHAIR DON CAMERON

As I enter the second half of my term as chair of VICA, I am confident moving forward that we have a truly gifted board of directors, with representation from all sectors of construction and a geographic diversity that makes us the strongest VICA board in many years. Our board also includes future leaders – people who will shape our industry and inspire all of us to become more resilient and successful.

Greg, Rosie and their staff continue to make VICA a strong and vibrant association through ongoing educational programs and member services that are the envy of other regions. The Capital Project Forum delivered in Nanaimo on May 13th was developed through the Construction Council of Vancouver Island (CCVI) and is a true cross-section of the construction community coming together for the common good of the industry.

We continue to develop our services and benefits in partnership with the other three regional associations and BCCA. Membership, education, bidding opportunities for members and procurement are our priorities. Hard work continues on the procurement front with a focus on hiring a full-time provincial procurement specialist through BCCA; we are optimistic this role will be filled soon.

Provincially, the four regional associations and BCCA are working together and having open and strategic discussions surrounding the many issues members face on a daily basis. Action plans are being developed to promote and strengthen all of the associations. There is particular excitement around the launch of a new website platform which will help us all “do business better”!

Membership truly has its privileges and I am fortunate to serve as your chair. Thank you for your trust. To my fellow board members, thank you for your continued support. I look forward to my term served with the same passion and commitment with which I started. ■

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CCA WAS HARD AT WORK IN 2014



Michael Atkinson, President, CCA

Here are a few of the Canadian Construction Association's recent accomplishments:

1. INFRASTRUCTURE INVESTMENT

Ensuring the smooth implementation of the Building Canada Plan. A key improvement was the indexation of the Gas Tax Fund.

2. LABOUR SUPPLY & TRAINING

Ensuring that the policies are responsive to the industry's needs in a timely fashion.

- *Temporary Foreign Worker Program* – Preserving the ability of accessing foreign-trained workers.
- *New Federal Skilled Trades Program* – Expansion of eligible trades.
- *New Express Entry system* launched in January 2015 - Ensuring employer access to the potential immigrant database.

CCA lobbied for special consideration for smaller employers wishing to use the Canada Job Grant. SMEs will be eligible to either contribute 15% of the employer share in cash or deduct the trainee's wages toward their contribution.

3. FEDERAL TENDERING & CONTRACTING PRACTICES

CCA convinced the federal government to compile information on how many apprentices are currently employed on federal projects through a voluntary reporting system.

CCA provided input into Defence Construction Canada's e-procurement RFP process to ensure suitability to construction

(e.g. a true online and real-time system; modification and withdrawal of bids after submission but before closing, etc.)

4. QUALITY OF DESIGN DOCUMENTS

CCA has developed a checklist of what a complete set of design documents should include and is planning a series of seminars.

5. PUBLIC SECTOR SELF-PERFORMANCE AND COMPETITION

CCA has developed a checklist to ensure public owners include in their comparisons of in-house construction versus contracting-out all pertinent cost items.

6. NEW STANDARD DOCUMENTS

CCDC will conduct seminars on CCDC 3 - Cost-Plus Contract, CCDC 29 - A Guide to Pre-qualification and CCDC 21 - A Guide to Construction Insurance. Other 2015 documents include an IPD contract and CCDC 2MA Master Agreement.

7. NATIONAL INDUSTRY ETHICS COURSE

CCA is working with BuildForce Canada to develop a national construction industry ethics course.

8. NEW TECHNOLOGIES/METHODOLOGIES

CCA continues to support the initiatives of the *Institute for BIM in Canada (IBC)* and *Canadian Construction Innovations (CCI)*.

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9. INDUSTRY DRUG & ALCOHOL PROGRAMS

CCA has developed a customizable drug and alcohol policy and a fact sheet on employee assistance programs.

10. FOREIGN COMPETITION

CCA convinced Finance Canada to permit EDC to continue to provide performance security guarantees to Canadian-based

contractors for projects situated in Canada that require letters of credit for performance security.

11. PROMPT PAYMENT & LIEN LEGISLATION

CCA is developing guiding principles for prompt payment legislation as well as a set of model lien legislation principles. ■

Looking Back, Looking Forward with CCA President Michael Atkinson

What did you find particularly exciting over the past year?

The National Industry Summit organized by the Canadian Construction Association (CCA) in Victoria last June was exciting in that it brought together some 100 construction industry leaders from all regions of the country to identify the top issues, challenges, trends, etc., currently faced by the construction industry in Canada. Many of the issues identified were a confirmation of what CCA had been hearing on the CCA Tour. These issues include:

- business practice concerns (e.g. payment, procurement and the quality of design documents);
- business succession and capacity;
- globalization;
- public sector capacity in terms of managing construction needs and enhancing/maintaining infrastructure investment levels given fiscal and other challenges;
- resource-based development and social license; as well as
- keeping up with technological changes and innovation.

What surprised you?

The industry's ability to cope. These days our changing marketplace sees more varied project delivery methods, bigger and more complex projects, greater risk transfer, increasing labour and other capacity challenges, rapid advancement and adoption of new technologies and methodologies, more foreign competition, more remote construction sites, and more demanding clients.

What excites you about this coming year?

The federal election and the campaign leading up to it. CCA has a federal election campaign construction issue awareness strategy. This includes interviewing the major federal political party leaders. On March 12, I conducted a 15-minute one-on-one interview with the Prime Minister. Topics/issues covered included infrastructure investment as well as labour supply and training.

Please share a few inspirational things you have learned.

Never underestimate the ability of the construction industry to adapt to new challenges and to find opportunity therein. Another thing that always amazes me is the generosity of the industry and its people. ■

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FROM THE TOOLS TO THE CORNER OFFICE

The construction sector is widely recognized to be suffering from image problems. Today's young people don't see it as a rewarding career path. Perhaps more importantly, neither do their parents. This is old news but that doesn't change the fact that something needs to be done about it.

Government is making an increasingly big noise about the trades but the truth is that unless construction employers make an even bigger noise, they're not going to get the attention they need for the excellent jobs – and careers – they have to offer.

Take a look in the mirror. Use your rearview if you're in the truck. What are you doing to connect with your future employees? Are your shoulders chip-free? Do you see the potential in that young face, or just the hassle?

The BCCA 2015 Construction Business Survey makes it obvious that the image problems go two ways. B.C.'s construction employers don't seem much more excited about today's youth than the youth seem to be about the trades. Maybe this is a generational issue. My kids were never impressed that back in Saskatchewan I walked five miles to school in the snow barefoot, uphill both ways.

*"broom and into tools and management."
"The idea that a job in the trades is for those who 'can't' do school is ingrained in high school. A career in the trades is rewarding and lucrative, students should be aware of this."*

"Kids these days want a cushy job designing video games. They don't want to get their hands dirty."

The fact is that if construction employers aren't excited about the next generation, and the next generation isn't excited about construction, then we are potentially at an impasse that doesn't serve anyone or anything.

There are many smart, capable, hard-working young people out there who don't consider construction trades because they don't know what the potential is. They don't know that there is huge opportunity to develop management and technical skills that can take you far.

Each and every one of us can do something to increase awareness – to open more minds. Let's show off a little.

If you started out on the tools and are now enjoying a successful career in management and leadership, if you have motivating experiences to share with the next generation, please contact us. We'd like to hear your story, and if you're willing, we'd like to share it.

Whoever you are, next time you're being social with people outside of the industry, take the initiative to talk it up. Here are some points for you:

- In B.C. today, only 1/85 students enter the trades after high school. We'd need that to be 1/5 in order to fill all the jobs available. (Meanwhile, we graduate 3,000 teachers for 500 jobs, every year.)
- Construction is increasingly a global industry. You can take your skills

anywhere you want to go.

- In business you start in the mailroom and with grit and determination end up in the corner office. In construction you start on the tools and with grit and determination end up in the corner office – if you want, you can build it to suit your needs. Make it a penthouse.
- Canada has more university graduates earning below the poverty line per capita than any developed country. I call these the "philosopher baristas." Kids and parents need to be making more informed, productive choices with their education. Educational institutions need to be making more relevant programs for their students.
- The unemployment rate for youth in B.C. is about 14%. Meanwhile construction unemployment rates are at decade lows and are getting lower.
- 2/3 people in construction today are getting close to retirement. Successful construction companies are looking for smart young people to lead the way, and they're ready to invest in training and experience.

Let's agree: there's huge opportunity ahead.

Leadership and advancement of employees is crucial to the development of the sector, but employers need to realize that the general public does not see construction as an advancement-friendly career path. We need to make career development more apparent, champion those that have climbed the ladder from the tools to the corner office or to owning their own company, and get that message actively out to today's bright students. The investment banks and the insurance companies recruit hard at B.C. universities and colleges. It's time to take a page out of their playbook. ■

JUST 24.5% 
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think young people in
BC are aware of career
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Rich Stanton
Senior Project Manager
Flynn Canada



BidCentral is an initiative of the BCCCA and the four regional construction associations.

Looking Back, Looking Forward

with BCCA President Manley McLachlan



What did you find particularly exciting over the past year?

I'm always encouraged by the confidence I see from our members. They continue to successfully build and develop their companies in an intensely competitive market and their resilience in pursuit of opportunities sets a great example. On the government side, I'm encouraged by the B.C. government's continued focus on the skilled trades, in keeping with the Skills for Jobs Blueprint, and very pleased with the doors that are opening to industry. A good example of great things happening is Government's active pursuit of input into what might be done to transition B.C.'s education system into one that works better for all sectors and introduces students to a broader range of career options.

What surprised you?

Few surprises: we rely on good data and competent forecasters, so the year unfolded pretty much as predicted. The biggest surprise was the drop in oil prices.

What excites you about this coming year?

I expect we will see a surge in capital investment, LNG investment and new avenues to access the needed skilled workers. This is all great news for our sector and for our members. We look forward to helping them make the most of these business opportunities.

Please share a few inspirational things you have learned.

1. Never buy fish from a truck in a parking lot.
2. Great things can be accomplished only when we work together.
3. Connecting a job seeker to a job in our industry is a surefire way to change their life for the better. ■

with BidCentral's Jonathan Smallwood



What did you find particularly exciting over the past year?

BidCentral just keeps on getting better and better. This year we integrated document distribution so that VICA members can access public, private and by-invitation projects with one BidCentral login and password. It's been great to see so many new GCs and TCs coming on board, and I really appreciated having Bill Gyles from Kinetic speak on video in support of BidCentral, recommending it to others. It's exciting to see us growing.

What surprised you?

Even in a fiercely competitive industry like construction, collaboration and networking are hugely important, but it's still always a bit surprising to see the impressive levels of dedication and effort that so many very busy business people put into supporting the sector. There's so much volunteering, mentoring, and information sharing that goes on – it's amazing that people still have time to sleep. Maybe they don't!

What excites you about this coming year?

The growing number of exciting projects underway on the Island, and seeing them all on BidCentral. The John Hart Generating Station in Campbell River, the hospital projects in Comox and Campbell River, the additions to the Victoria Art Gallery and the replacement of Victoria's famous "Blue Bridge" are just a few examples.

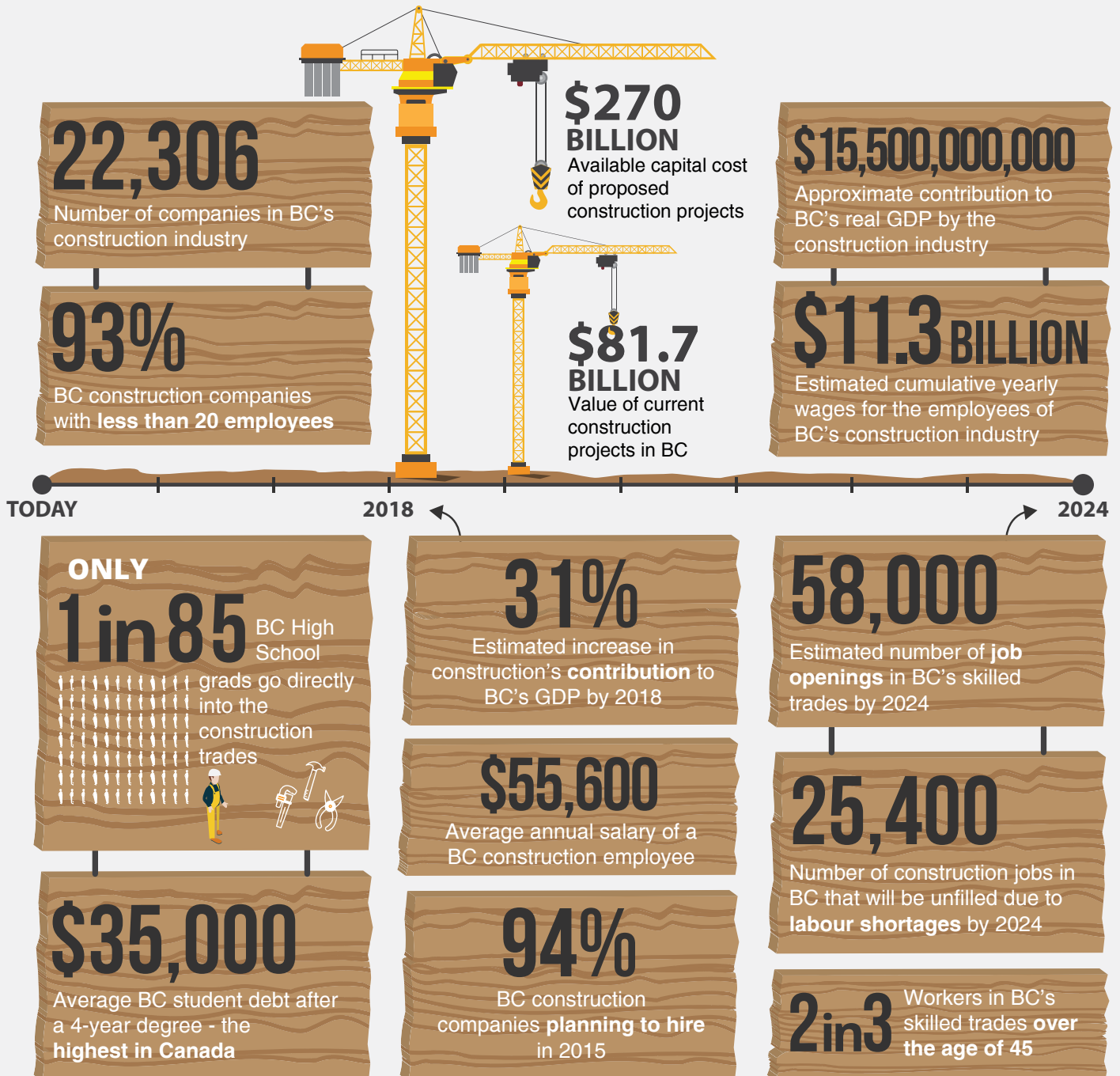
Please share a few inspirational things you have learned.

I'm inspired by the recent experience I had attending the CCVI (Construction Council of Vancouver Island) Capitol Project Forum held in Nanaimo. Owners, consultants and contractors came together to discuss a number of pressing issues facing our industry: issues like prompt payment, procurement methods, builders' lien, why site safety is so important. There was a visit from the local auditor general. It was a great event with lots of action and positive energy. ■

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WHY CHANGE?

Organizations will look at changing providers for a variety of reasons – selection of benefits, customer service, rates have increased drastically, company has changed, etc. The employee benefits market changes periodically with new products and different ways to set up your plan. Sometimes your review will confirm that you are where you want to be with your plan.

HOW

Like us, any benefits provider you contact will need information on your current employees. We will need each employee's gender, birth date, occupation, salary and whether they need family or single coverage. This is often called census data.

Once the census data has been provided it may take a little time for us to present you with

a quote. You may choose to get a quote based on your current plan, but a good benefits provider should also make sure that the plan you have is still relevant for your company. There are many considerations to take into account when choosing a benefits plan: age of your employees, what benefits to provide, what co-pay amounts will be, etc. Once you are happy with your plan and quote, you would give your current provider 30 days' notice and sign a contract with us. We will then provide you with the necessary forms for you and your employees to complete, or we can help everyone complete them.

"If your current benefits provider isn't meeting your needs, or the composition of your company has changed and requires a provider that better meets your needs, it shouldn't be a cumbersome process," says Kevin Zakus, CEO of BCCA Employee Benefits. "Our focus is on providing excellent customer service, and we have reviewed and simplified the process where we can, such as a two-page application form, to make it as easy as possible for our current and future clients."

WHAT TO CONSIDER

Although it usually comes down to numbers, there are other important factors that you may want to consider. Are there value-added benefits options? What is the service like? Have rates been stable? Is the plan providing what your employees need and meeting your budget?

WHERE TO START

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Looking Back, Looking Forward with BCCA Employee Benefits

What was particularly exciting over the past year with BCCA Employee Benefits?

The last year for us at BCCA Employee Benefits has been a really exciting time. We are growing and adapting as we grow and have entered into partnerships across Canada.

What was surprising?

Price of oil – the dramatic drop in the price of oil, how far and how fast it happened. Luckily for B.C. it does not seem to be impacting our economy dramatically and forecasts along with business owner sentiment remains positive.

What exciting things will the coming year bring?

For the coming year, I am excited to see us continue to grow. I am excited to work with a strong team that will see us innovate with new products and services as we continue to focus on the needs of our clients.

Please share a few inspirational things the association has learned.

Always be open to learning, growth and change as you never know where that new knowledge might take you. Don't be afraid to ask for help or to make mistakes – there is opportunity and strength in both. Most importantly though, dream big. Set your sights higher than you think you can achieve and then prove to yourself that you can do it. Always remember what you can conceive and believe in can be achieved. ■



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Dr. Dave Baspaly, President, COCA



2015 Q1 & 2 SUMMARY REPORT

The Council of Construction Associations (COCA) represents most of British Columbia's construction associations (19 in all) and acts on behalf of the construction industry in WorkSafeBC matters. The association works to present a united front and a systematic approach to WorkSafeBC issues, and initiates and responds to legislative, regulatory, policy and practice issues within the workers' compensation system in B.C. COCA also assists individual contractors with their WorkSafeBC concerns.

A SUMMARY OF KEY ACTIVITIES/ISSUES FOLLOWS:

Q1 – JANUARY TO MARCH

1. Dianna Miles is formally appointed WorkSafeBC's CEO.
2. WorkSafeBC appoints four new board members to replace members that have finished their board term of office.
3. COCA Executive, in collaboration with BCCA and CLR, is looking into what the implications are to incorporate into a legal trust (connected to the BCCA).
4. The association submitted a discussion paper on Vocational Rehabilitation Policy Review – Phase I. In this paper we argue

that management oversight should be used to ensure that the decisions made by Vocational Rehabilitation Consultants are made within the limits prescribed by the Workers' Compensation Act and written WorkSafeBC policy – and that the VRCs are aware that their work will be reviewed when longer-term rehabilitation plans are contemplated.

5. In collaboration with BCCA and BCCSA, COCA supports the exploration process with Hydro to move away from third-party tendering in favour of a hybrid B.C. COR certification for construction proponents. This approach builds on the success of the COR program and ensures it remains relevant to industry.
6. COCA continues to work in collaboration with the Employer's Forum on numerous working groups to ensure the Macatee recommendations are implemented in a reasonable way for industry.

Q2 – APRIL TO JUNE

7. COCA helped provide industry feedback on the new legislation introduced to support the Macatee recommendations. On balance the new legislation reflects the Macatee report recommendations that there are no provisions for Orders to Workers.

Looking Back, Looking Forward with COCA President Dr. Dave Baspaly

What did you find particularly exciting over the past year?

Last year was a particularly crazy year for WorkSafeBC. There was a CEO succession, a series of negative newspaper articles on WorkSafeBC, as a result of two serious mill explosions that took place in 2012, a government core review and a special investigation led by Gord Macatee, to name a few of the major dynamics in play. Through that experience, COCA learned that it had a role as a stabilizing force at a chaotic time in WorkSafeBC's history. We were pleased that we were able to preserve the productive working relationship industry has developed with WorkSafeBC, while simultaneously providing leadership on employer issues and championing worker safety.

What surprised you?

We were surprised by the resiliency of the system. The work continued in spite of all of the issues in play.

What excites you about this coming year?

For 2015 we look forward to moving the interests of construction forward and making B.C. a safer province.

Please share a few inspirational things you've learned.

We have learned an old lesson: that people make the difference, whether it be the construction industry leaders that stepped forward to champion issues, or the staff at WorkSafeBC who, in spite of all of all the public pressure, acted professionally and put safety first. ■

8. The association reviewed the discussion paper on long-term average earnings for GECA Workers. No significant changes were recommended.
9. COCA submitted six Journal of Commerce articles on the claims process (from an industry perspective). There are two more articles related to this educational series that are slated to come out in subsequent months.
10. COCA is tracking the developments from the Lakeland inquest for potential issues for construction.
11. The association is tracking the work of the WSBC Claims Committee in particular the duration of claims data. We remain vigilant and supportive to strategies and initiatives designed to design to reduce overall duration.
12. COCA is reviewing jurisdictional implications concerning an employer's liability as it concerns travel to and from worksites. A brief environmental scan of other jurisdictions has been completed.
13. We are reviewing a WorkSafeBC decision that used a worker's earnings from outside of Canada in order to calculate Average Earnings. COCA believes that the Workers' Compensation Act is intended to provide workers' compensation based on verified earnings within B.C.
14. COCA submitted a discussion paper concerning regulatory amendments relating to WHMIS 2015. In our submission we support the new amendments as they create consistency across Canada.
15. COCA provided an industry rep for WorkSafe BC's small business consultation group. This group will specifically look at how the interests and issues of small business can be more effectively addressed.
16. The association continues to support BCCSA's development of a new silica resource. We are particularly interested in the impact of the current silica level on mitigation strategies to ensure it is workable for industry.
17. Members of the association attended the Day of Mourning ceremony on Tuesday, April 28 th.
18. COCA resolved its structural issue. It will remain a consortium with administrative assistance from BCCA.
19. Supported the development and publication of a JOC article entitled "What Makes Good Regulation?" by Kent Hillman.
20. The association provided industry feedback on the new WorkSafeBC regulations that interpret the new amendments under Bill 9.
21. COCA provided a consultation session at the May 20th Construction Networking and Lunch Event held at the Delta Chamber of Commerce.
22. COCA is preparing for a series of pre-consultation sessions: Part 14 - Cranes & Hoists - Load Limit Devices, and Part 13 and 14 – Cranes & Hoists.

COCA continues to support individual companies with specific WorkSafeBC matters/ issues. For more information, visit our website www.cocabc.ca or contact the office:

#203 - 318 Homer Street
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Mike McKenna, Executive Director, BCCSA



INJURY MANAGEMENT TIPS TO KEEP B.C. WORKING

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 (i.e. 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.

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 (i.e. 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 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 the worker, his/her 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 onsite 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.

For further information, contact a BCCSA safety and injury management advisor at 1-877-860-3675 or info@bccsa.ca. ■





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Eric Lee, Executive Secretary, CCDC

CCDC

CCDC FOCUSES ON NEW PROJECT DELIVERY METHODS AND ONGOING DOCUMENTS

The Canadian Construction Documents Committee (CCDC) has a number of ongoing priorities throughout 2015, including the updating of several documents and the creation of new contract language related to Integrated Project Delivery (IPD).

Currently, CCDC continues to work on CCDC 23 “A Guide to Calling Bids and Awarding Contracts,” of which the consultation draft has been substantially completed. The committee has now assigned a working group to begin work on Division 00 “Instruction to Bidders.”

As well, CCDC 10 “A Guide to Project Delivery Methods,” and CCDC 40 “A Guide to Mediation and Arbitration Rules” have both progressed well in their development and are currently under peer review at CCDC. The peer review provides an excellent opportunity to examine the documents impartially, enhancing the professionalism and objectivity of CCDC documents.

Other priorities for CCDC is the CCDC 2 “Civil Code Version of CCDC 2” for Quebec. Currently, an industry-wide consultation is taking place to review the document, and the working group in Quebec has made

good progress based on the new milestone (Ready-For-Use Date) proposed by CCDC.

At the same time, CCDC continues to work on the revision of CCDC 2 and is anticipating completion of the second review at its June 2015 meeting. The review of CCDC 2 has raised a number of questions, including financing information, the cost and impact of delays, consequential damages, claims for a change in contract price, termination, ready-for-use date, and the role of consultants as identified in CCDC 2.

PREVIEW OF 2015 CCDC DOCUMENTS INTEGRATED PROJECT DELIVERY (IPD) CONTRACT:

- In response to the request of CCDC Owner representatives on the urgent need to develop documentation for Integrated Project Delivery (IPD) projects, the CCDC established a special task team to develop a standard contract form to specify the roles and responsibilities of IPD Team Members.
- This will be a multi-parties agreement that includes provisions for risk/reward program, tasks matrix, waiver of liabilities, milestone and key date payments, etc.

CCDC 2MA MASTER AGREEMENT:

- A standard contract form that provides for multiple projects to be performed over a period of time by a single contractor

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(or a limited number of pre-qualified contractors) under the terms of a single pre-determined contract.

- It meets the need of owners with an ongoing capital construction or maintenance program, particularly private sector owners.
- This new stand-alone CCDC 2MA is based to a large extent on CCDC 2 "Stipulated Price Contract."
- The terms and conditions (excluding scope, time and cost) are established in CCDC 2MA are applicable for a defined period of time (e.g. one-, two-, or three-year timeframe with provision for extension) for multiple projects during that time period. Each of these multiple projects is activated by means of an engagement mechanism called a Work Authorization (similar to a purchase order).

EDUCATION AND SEMINARS ON CCDC DOCUMENTS

CCDC IS ALSO EXPLORING SEMINARS RELATED TO THE FOLLOWING CCDC DOCUMENTS:

- CCDC 3 "Cost-Plus Contract": This new edition addresses the correction of defective or warranty work and explains how an execution plan can facilitate owners' estimating and cost control of the project.
- CCDC 29 "A Guide to Pre-qualification": This new guide provides guidance for procurement authorities, recommending a documented process, and suggesting common criteria for pre-qualification to support openness, fairness and transparency.
- CCDC 21 "A Guide to Construction Insurance": This new edition assists users in meeting the administrative requirements outlined in current CCDC contract forms.

For more information about seminars, as it becomes available, please visit www.ccdc.org. ■



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As the industry's own certification program for construction management excellence, the Gold Seal Certification program is constantly adapting alongside an evolving construction industry. This past year was no different for Gold Seal, as we worked hard to raise awareness, showcase the benefits of Gold Seal Certification, and to add increased value for certificate holders across Canada.

CERTIFICATION WIZARD HELPS POTENTIAL APPLICANTS

Professionals interested in the Gold Seal Certification program can now easily gauge their eligibility by using the new certification wizard available on the Gold Seal website at goldsealcertification.com. The wizard walks the applicant through a series of questions to determine the most appropriate stream for them to pursue. This, combined with the easy-to-use online application system, has helped construction management professionals across Canada in pursuing their certification.

GOLD SEAL PROJECTS SHOWCASE CONSTRUCTION MANAGEMENT EXCELLENCE

This past year also saw two new Gold Seal Projects: the National Music Centre in Calgary, being built by CANA Constructions, and the Humber River Hospital in Toronto, being built by PCL Construction.

These Gold Seal Projects help to increase awareness of Gold Seal Certification among construction professionals, help in the certification of professionals, and demonstrate a commitment to construction management excellence by construction firms. Learn more about these projects and about how to raise your project's visibility from www.goldsealcertification.com/projects.

GOLD SEAL IN 2014

- More than 1,000 applications
- Close to 200 accredited courses
- 2 Gold Seal Projects
- More than 500 new certifications
- A total of more than 9,000 certified individuals across Canada

INTRODUCING OWNERS' CONSTRUCTION MANAGER DESIGNATION

Upon reviewing the previous Owners' Project Managers Occupational Profile and exam specifications – a regular process for the Gold Seal Certification program – it was determined there was a close alignment with a large group of construction professionals that did not fit under current occupational profiles. This group consists of highly-skilled employees at independent firms that contract project and construction management services to owners, and who have a very similar occupational profile to the existing Owners' Project Managers profile.

The newly-formed Owner's Construction Manager (OCM) certification captures both the traditional Owner's Project/Construction Managers, and those professional managers from private firms that provide the same service to, and for, owners. Watch an interview with past Gold Seal Chair Terry Brown discussing the new designation on YouTube (search: Terry Brown Gold Seal).

MCIOPS NOW MEET GOLD SEAL EDUCATIONAL REQUIREMENTS

In 2014 Gold Seal also introduced a new joint certification agreement to recognize Members of the Chartered Institute of Building (MCIOPB) as meeting the educational requirements toward Gold Seal Certification, while allowing Gold Seal Certificate holders to be recognized by the CIOB as Incorporate Members (ICIOB).

Stay in touch with Gold Seal! Visit our website goldsealcertification.com to subscribe to updates or follow us on LinkedIn. ■

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Construction professional career path

VICA awards inaugural Gold Seal Management Scholarship

The Vancouver Island Construction Association (VICA) is proud to announce Trevor Coyle of Kinetic Construction Ltd. as the recipient of the first Gold Seal Management Scholarship.

The Gold Seal scholarship is awarded to one individual enrolled as an intern in Gold Seal. Applicants must submit a 500-word essay discussing, among other topics, why they decided to pursue Gold Seal certification, their career in the construction industry and involvement in the community. The recipient of the scholarship receives one GS course delivered by VICA up to the value of \$545.

The Canadian Construction Association (CCA) national program accredits industry professional achievement in five categories: Superintendent, Estimator, Project Manager, Owner's Construction Manager or Construction Safety.

Application forms for the Gold Seal Management scholarship are available at vicabc.ca. Deadline for next year's application is May 1, 2016.



Gold Seal Management Scholarship essay: **TREVOR COYLE**

My name is Trevor P. Coyle. I am 31 years old and have been employed with Kinetic Construction as a project superintendent for the past four years. Previous to that, I put my heart and soul into a construction company that eventually fell-victim to the 2008 housing market crash. I am now

in my fifteenth year of construction.

Entering the work force in the year 2000 at the age of 16, construction immediately became my passion. I had found an environment that challenged me and forced me to strive for improvement in all areas of my life. An environment where there were no limitations based solely on time spent in the field. The construction work environment is a place where people are rewarded for their creativity and willingness to participate. Day to day work for me has never just been about a pay check.

“Through my experiences, I have learned that possessing innate qualities and invaluable field experience alone cannot ensure a company's success. Teamwork and education always stand out as the foundations of success.”

Over the past several years I have dedicated and invested nearly all of my time, money and efforts with dreams of one day becoming one of the local construction industry's most influential leaders, creating jobs and contributing to the future of individual and corporate successes. Through my experiences I have learned that possessing innate qualities and invaluable field experience alone cannot ensure a company's success. Teamwork and education always stand out as the foundations of success.

I was nominated by Kinetic's senior management in 2012 to the Corporate Youth Development Group (Succession Team) and since then, have been involved in several notable community initiatives. Dedicating nearly 200 volunteer hours, one of my most notable initiatives was the construction of a \$45,000 handicap accessible duplex addition. Committing evenings and weekends for over a year and a half, I was able to influence local business and suppliers, and motivate volunteer workers of all ages and abilities to see the project through to the end, for minimal cost to the client. And after years of frustrating and costly hospital stays, Isaac Leblanc returned home on Christmas Eve of 2014.

If you would like to know more of Isaac's story, check out these links: <http://www.comoxvalleyrecord.com/news/220373161.html>
<http://www.comoxvalleyrecord.com/news/138005678.html>

I have also spearheaded initiatives for our local food bank supporters, donated construction labour to Habitat for Humanity and coached co-ed T-Ball for 7- and 8-year-old children.

I believe that to give is to receive and love doing it in the name of our industry.

Over the next several years I have dedicated myself to working with Kinetic Construction by becoming a part of an established, educated team in an organized, professional, team-oriented environment. My plan while working as a Gold Seal Certified superintendent with Kinetic is to gain knowledge of the position and industry successes. I intend to become one of the key players in teambuilding and human resources. I plan to use my skills as a positive leader to help myself and our organisation reach our maximum potential.

Acquiring the Gold Seal accreditation is important to me not only in the education I will undergo but the level of excellence in industry it represents. I am certain this achievement of scholarship will promote growth as a company and promote myself as a true professional in the industry. ■



VICA Scholarship Program honouring students and apprentices in trades

The Vancouver Island Construction Association (VICA) is proud to honour eight students and apprentices in the construction trades through its scholarship program. Recipients of the Secondary School

Apprentice Scholarship, the Women in Construction Scholarship and the SuperStar Apprentice Scholarship are each awarded \$500 to be applied towards tuition fees in continued trades training.

Scholarship Winners

The Secondary School Apprentice Scholarship honours Level 1 construction apprentices on Vancouver Island who have completed a training program through the South Island partnership, Central Island partnership or North Island partnership. The \$500 scholarship is awarded to the highest achieved grade point in the following categories: carpentry, electrical, joinery/cabinet making, piping trades, sheet metal and welding.

TRADE	NAME	SCHOOL	REGION
Carpentry	Finn McGuffin	Gulf Islands Secondary School	South Island
Electrical	Maarten Long	Edward Milne Community School	South Island
Joinery/Cabinet Making	Gavin Villa	Pacific Christian School	South Island
Piping Trades	Kyle Murai	Lambrick Park	South Island
Sheet Metal	Mark Lee	Claremont Secondary	South Island
Welding	Nathaniel Wynans	Port Alberni Secondary School	North Island

Women in Construction (WiC) Scholarship

The Women in Construction (WiC) Scholarship is awarded to a woman registered in a Foundations program or Level 1, 2 or 3 of an Apprenticeship program in construction and is continuing her studies.

Recipient: Hanna Leslie, Camosun College, year 1 Carpentry

SuperStar Apprenticeship Scholarship

The SuperStar Apprenticeship Scholarship is awarded to a recipient in the Foundations program or Level 1, 2 or 3 of an Apprenticeship program in construction and is continuing his/her studies.

Recipient: Ali E Alamolhada, North Island College, year 1 Joinery Cabinet Making

***Recipients selected by VICA volunteer Construction Careers Committee**



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By Shannon Moneo

(L to R) Raymond Lam, Melissa Zimmerman, Kate Ulmer, Jason McGrath, Yosef Zuna, Katy Fairley, and Eric Ulrich.

When four women and four men reflect on their construction industry careers, one clear-cut perspective is hammered home.

The age 42-and-under thrive on the unpredictable nature of their jobs.

Ready at the drop of a hard hat, the next generation face their work days knowing they could be racing from their office to jobsite to supplier. No longer tied to one location, with mobility comes the need, like the Scouts' motto, to be prepared.

ERIC ULRICH

"Construction's not a business for the faint of heart. There's the stress of the unknown, days when you want to pull your hair out. It's not a job for a clock-puncher. In this industry, you're on everyday. Take a day off, and you pay for it."

In Victoria, the operations manager at Playsted Sheet Metal has to make sure his rain gear is at hand or his cell phone is charged. "The minute the phone rings, I don't know which direction I'll be going," says Eric Ulrich, 37. "There's the thrill of sales and closing tenders or there can be trouble-shooting days on site."

And in Campbell River, the co-owner of McGrath Contracting keeps sharp and focused with a mixed bag of projects. "Everyday, you don't know what you'll be doing when you go to work. I don't just put siding on a building everyday," says Jason McGrath, 35.

Ulrich, married with two young children, has been with Playsted for five years. Before that he had a predictable and uninspiring sales job where he did about 10 daily calls. "I used to drag myself out of bed everyday. Now I have a job I love to go to everyday."

Katy Fairley, 31, is a business development manager at Kinetic Construction and recently became a part-owner at the Victoria company. In 2010, she left her regimented job as a legislative aide for the provincial government and, on a whim, applied at Kinetic, where she was hired. "Government wasn't for me," she says. "Now I've found my niche. This job matches my personality."

JASON McGRATH

"Everyday, you don't know what you'll be doing when you go to work. I don't just put siding on a building everyday."

Fairley says her position, to help Kinetic secure new projects, suits her perfectly. Nurturing a building from its earliest stages to getting it primed for occupancy gives her great satisfaction.

"One of the best things in this role is that, with the team, I'm actively involved in bringing in work, keeping the employer employed. I want to win. I'm a very competitive person, but you can't force anyone to choose you," says Fairley, single, who thus has time to work about 50 to 60 hours per week. "And I'm blunt. I fit the existing culture. I don't want to see that change. You can be someone's competitor and then go have a beer with them at the end of the day. I like the forthrightness of the industry."

Yet, there are aspects of the no-nonsense industry that are changing. It's as much in response to an influx of young heirs apparent toting their gadgets as it is a recognition that the old ways of motivating workers just don't cut it anymore.

As Yosef Suna says, "It's definitely a different world than the one that I used to work in. You don't see the old world of hard hats so much, throwing things and yelling to get results. It's not as effective. Coaching or education tend to get results."

Ulrich agrees. "The younger generation is more collaborative; the old-school guys yell."

Suna, 31, is a project manager and estimator with Knappett Industries in Nanaimo. He believes that to smooth the ruffles amongst workers of all ages, continued education is the balm. "With the generational shift, contractors are getting more education in areas like technology, law and management practices," says Suna.

And increasingly, a construction industry grappling with P3s, bundling, off-shore competition, skill shortages and accelerating costs is demanding nimble responses, geared to a generation ready to grab the iPad and run.

Alongside the millennial's multitude of electronic accessories is the danger of working 24/7. However, according to Victoria

native Raymond Lam, 42, many of his peers aren't falling prey, and instead are aiming for a healthy work-life balance.

"It used to be that if you weren't putting in the hours at your desk, doing the work, grinding it out, then you [weren't doing your job]," says the co-founder of Victoria-based Allterra Construction & Environmental Ltd. "One thing we do differently is just a genuine support for our team, a genuine support for a work-life balance. We trust the employees to be doing their work, but it's not just [about] work, and I think that's something our generation is embracing now."

Melissa Zimmerman, 36, human resources manager for Victoria's Ralmax Group of Companies, has been at projects where everyone is toting an iPad. "Construction, and the expectations, are constantly changing," she says. "We're working in short time frames with definite end dates. When I reflect on changes in the construction industry it's because of sustainability, safety, education and career fulfillment."

RAYMOND LAM

"It used to be that if you weren't putting in the hours at your desk, doing the work, grinding it out, then you weren't doing your job. One thing we do differently is just a genuine support for our team, a genuine support for a work-life balance."

As a senior structural engineer with Herold Engineering in Victoria, Kate Ulmer, 39, agrees that construction today demands ongoing learning and upgrading of skills to keep up with changing technology as well as evolving regulations and building practices. "Expectations have grown. It's never the same process to get to the end result," Ulmer says.

Technology in particular has created an instantaneous work environment where cell phones, digital cameras and tablets mean communication is instantaneous. "Time lines are now extremely condensed due to quicker communications," Ulmer says.

Ulrich recalls that only five years ago, quotes were submitted with pencil and a fax machine, but as the under-40s fill the industry, they're infusing construction with technology, which isn't always totally embraced. "Some companies are too busy to change," Ulrich says. "In construction, a lot of the companies are quite small. One person might wear all the hats. They don't have time to learn all of the new technology."

A majority of people in construction are tradespeople, who got into the business because their father may have done the

MELISSA ZIMMERMAN

"I do see the benefits of diversity - age, gender, culture. Companies are more successful when they're diverse."



(L to R) Ulmer, Ulrich, Zuna, Lam, Fairley, Zimmerman and McGrath.

same work, Ulrich says. They end up becoming an owner and sometimes have “only one way to look at problems,” he says.

McGrath, who with his wife Melinda, employs four to six people, says that running a small company during financially challenging times hasn't been an easy ride, but it's a ride he's not giving up. “I like the challenge of looking for work, doing different projects. It gives me great satisfaction to employ people,” says the father of three young children. “I pound the pavement, go to job sites, talk to people.”

KATY FAIRLEY

“I am blunt. I fit the existing culture. I don't want to see that change. You can be someone's competitor and then go have a beer with them at the end of the day. I like the forthrightness of the industry.”

Four years ago, McGrath started his company after leaving Alberta's oil patch. He was ready to fashion a career at home but soon found that he was operating in a community where who you know is more important than what you know. It's been tough not having the \$35-per-hour job and having to make sure all the bills are paid. “But I wanted to take my own destiny in my hands and I haven't looked back,” he says.

His first career choice was to be a carpenter, but McGrath was offered a sheet metal apprenticeship at age 18. By 2003, he

KATE ULMER

“I like that you can touch what you build. It's also the challenge, and that there are right and wrong answers.”

had earned his Red Seal in sheet metal. To keep the business flourishing, he does more than metal work. In addition to fabrication, welding, roofing and custom flashings, McGrath, who hunts and fishes, also does general construction, excavation, sitework and CAD services.

To be on the cutting edge, he's spent close to \$100,000 on a CNC plasma cutting table. “It speeds productivity and cuts costs,” he says. “Being versatile is what's kept us afloat.”

Versatility is something Lam is no stranger to. In fact, he and his partners recently broadened their four-year-old company to include an environmental division. A direct response, he says, to industry demands.

Lam, married with one young daughter, entered the industry at the ripe age of 23 after graduating from Camosun College, a diploma in civil engineering technology in hand. After almost 15 years working in Victoria's heavy civil construction sector, Lam and two colleagues, Todd Mizuik and Gary Isacson, joined together to form Allterra. In July 2011, the trio's countless hours spent working in Lam's home office finally came full circle.

High on the list at Lam's company is education and training. In fact, the company plans to send a team to Europe to learn and

TRISH KWIATKOWSKI

"I'm not at work to make friends. I'm very independent. I don't take a lot of crap. But I'll probably be doing this job in 20 years. I haven't found anything I like better."



certify in innovative dewatering and recycling processes. "I think with our generation, we just have so much access to information out there that we'd be remiss to not engage in it," says Lam of the opportunity. "And I think that's what's exciting."

Suna, married with two young children, got his start at age 15 when he was recruited to sweep floors for a Comox Valley contractor. Soon the outdoors-loving, high school athlete was a seasonal labourer with Knappett. "Trades are a great opportunity for young people. Construction is a great way to make decent money at a young age."

After time spent with a supervisor where he got a taste of construction's ebbs and flows, Suna was sold. By 22, he'd completed a civil engineering technology course at Camosun College in Victoria. At age 23, Suna was a superintendent, thanks to his education. "I always had to be proving myself. It comes with the territory," he says.

By 2010, he moved into an office position as project manager with Knappett. While he'd be swapping the outside for the inside, he was up for the challenge. "I don't regret it. I'm committed. I'm loving the ride. It's an awesome industry. You're never bored," says Suna, who's now a partner at Knappett.

Ulmer launched her construction career after graduating from the University of B.C.'s engineering school in 2004, when about 20 per cent of the graduates were female.

Her love of math and the tangible aspect of construction drew her to the male-dominant career. "I like that you can touch what

you build. It's also the challenge, and that there are right and wrong answers," she says.

And the challenges come in various guises. When she started working, Ulmer recalls walking into site trailers with nudie calendars on the walls. "It was a little awkward," she says. While women are still a big minority in construction, today's workplace has become more respectful. "It's not so much a gender issue," Ulmer says. Anyone who does their job well, at all levels, garners respect in a maturing industry.

To put co-workers of both sexes at ease, she dons her pink hard hat at job sites. "Most guys like it," says Ulmer, who's engaged to be married.

YOSEF SUNA

"You don't see the old world of hard hats so much, throwing things and yelling to get results. It's not as effective. Coaching or education tend to get results."

Also engaged, to a pipe-fitter, is Trish Kwiatkowski, 28, who admits that she isn't a "girly girl," so the physical aspects of her job are big attractions. Kwiatkowski is a plumbing apprentice with Mount Benson Mechanical in Nanaimo. She recently finished her third year and plans to have her ticket by January 2016.

As a female tradesperson, she offers abilities that men don't seem to. Unlike male plumbers, who don't explain what they're going to do and typically come in and get to work, she explains to clients what she's about to do. She's also very organized. "A lot of people are really appreciative and tell me it's good to see a female in the trade," Kwiatkowski says.

Still, she feels the pressure to demonstrate her worth as a female plumber. "You really have to integrate into a new group of guys; you have to prove yourself."

Fairley agrees that females bring different skills to the construction industry which is still primarily a man's world. For her, it's a challenge she enjoys and conquers with her straight-

Continued on page 110.



(L to R) McGrath, Ulmer, Fairley, Zuna, Lam, Ulrich and Zimmerman.

EARNING



Chris Konefall's journey from BladeRunners to owning a company

By Joy Knowles



Chris Konefall.

“Success takes hard work – it’s not an overnight thing.”

Chris Konefall is an example of his own words. The co-owner of Mount Benson Mechanical in Nanaimo did not become the success he is today without a challenging journey.

Konefall's career in construction began early. Growing up in Southern Alberta, amidst the construction industry, Konefall had a hammer in his hand from a young age.

“I grew up surrounded by the industry. My father worked for a national home building company,” Konefall says. “I tried a few things back then: painting, drywall, carpet laying. Construction just seemed to be a good fit.”

When he moved from Alberta to Nanaimo in 1999, fitting into construction became difficult. As a single father raising a young daughter – and moving into a slower economy – the industry was far less welcoming.

“Coming from Alberta, where things were going fairly well, to Nanaimo where opportunities were hard to come by was tough,” he says. “I was a full-time, single dad, taking on as much part-time work as possible to make ends meet. The full-time jobs that were

available usually went to those with more experience.”

Konefall struggled until 2001 when a prospective employer suggested he contact the BladeRunners.

Founded in 1994, the BladeRunners program was created to provide opportunities for inner city and disadvantaged “street-involved” young people, while filling needs in the construction industry. The program has been run by the John Howard Society since 1996 and is funded by the Ministry of Jobs, Tourism and Skills Development through the Canada Jobs Fund.

BladeRunners trains and places young men and women, who are at-risk or facing challenges in receiving employment, in permanent employment positions by providing additional support and mentorship.

“I wasn’t a troubled youth,” Konefall reflects, “but it was hard to find daycare at 5 a.m.”

BladeRunners works for the benefit of the participants, offering them pre-employment training to get their foot in the door.

“BladeRunners gave me the opportunity I needed. They purchased tools required by the employer, tracked down potential employers for me, got me interviews,” Konefall says. “At that time they offered a wage subsidy to employers that would hire you on for a minimum of three months. It opened a door with Mount Benson Mechanical and got me involved, allowing me to get started and show people what I was capable of. I was a cost-effective new hire, given the chance to get my employer to take notice of me.”

BladeRunners receives approximately 70 hours of pre-employment training workshops, combined with health and safety certificates, ensuring participants are safe and have the skills and awareness to meet employers’ entry level requirements. Pre-employment workshops include Communications Skills, Time Management, Dealing with Emotions at Work and Interview Skills.

Health and Safety certificates include Occupational First Aid, WHMIS, Back and Ladder Safety, Fall Protection, Serving it Right, Foodsafe and Kitchen Safety.

“It is the long-term support and mentorship that sets BladeRunners apart from other employment programs,” says Shirley Williams-Yuen, John Howard Director of Community

Programs. “On-going support from our job coaches outside of normal office hours and on weekends is provided to participants until the age of 31.”

BladeRunners staff respond to the challenges facing participants, both in and outside of the workplace. The close relationship between program staff and participants is crucial to the success of the BladeRunners program.

“While it is often said that the cycle of long-term unemployment and barriers to employment is hard to break, the remarkable success stories achieved by some of the BladeRunners this past year is a powerful tribute to our clients’ ability to break that cycle,” continues Williams-Yuen. “For some, it is the first time they are able to become self-sufficient, support young children and become contributing members of their community.”

Provincial statistics show a 75 per cent success rate, and in 2014, 118 people graduated from the BladeRunners program in Victoria.

“The first company BladeRunners helped me get started with is the company I now own,” adds Konefall. “They made me more employable.”

Each year, the Victoria BladeRunners offers monthly intakes of 15 people (open to male and female), alternating between the construction industry and the hospitality/retail industry.

Since 2001, Konefall has been busy moving up the ladder from management to ownership at Mount Benson Mechanical.

“It’s been a very exciting journey for me. Currently, my business partner and I employ 10 to 14 people on average. In the past we’ve employed other alumni from the BladeRunners,” Konefall says. “We give back to the community where possible and we like to target local youth for employment when we need to hire.”

While success may seem like a long time coming, the best thing Konefall says is, “Don’t give up on it. Programs like the BladeRunners and STEP are there for a reason. The best and biggest thing you can have is a positive attitude. You can’t expect opportunity; you have to earn it.” ■


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David Rossi, Common Sense Center

Asking the questions that matter: **Mentoring young workers**

After giving a presentation on mentoring new and young workers to industry professionals, I was asked the question, “What do you do with a youth that constantly shows up late?” I answered with my standard line of “ask them questions” and “try to build rapport before addressing the situation.” What I missed telling my questioner with my quick answer was to look first at the subtle nuances of the relationship on all sides.

We need to look at our goal of profit, production and safety. All these goals are inter-related. One supports the other. Without production and the procedures to make it happen, we will not realize profit, and without safety of our workers to achieve production and profit, both suffer.

We want to look for the reasons behind the behavior, so any blanket statement will most likely fall short of an ideal solution. My reply of “ask questions,” although true, is vague and not directed towards the outcome. There will be many underlying factors that will most likely contribute to a youth showing up late on a consistent basis, and so it will help to consider questions that build understanding. Once we feel that we have fully grasped the situation, we can then move forward with confidence. The young worker will also feel that you have given them fair council – important when building consensus.

Questions are important if we are looking for knowledge. Ideally we look for the value in the

other’s points of view, sometimes a seemingly impossible task. We are paying someone to perform a job and being late or not working to speed may be an issue that we may not understand.

Several key points need to be remembered:

- What are we trying to achieve?
- What would be the ideal outcome?
- How do we retain our workforce, keep them engaged and safe on the worksite?
- Is there another way to approach our management style to change the outcomes?
- Are there underlying issues with the young worker that we have not considered?
- What is our history of work and what is the new worker’s history? Is there a conflict in values?
- What am I missing?

We need to look at our goal of profit, production and safety. All these goals are inter-related. One supports the other. Without production and the procedures to make it happen, we will not realize profit, and without safety of our workers to achieve production and profit, both suffer.

It is in our best interest to take the time to figure out the “why.” We have invested time and money into the youth’s training, and by dismissing the worker we can be left with the same situation, or one like it, in the future. We may need to first look at ourselves and the “how” behind what we do before we quickly try and problem solve. This two-tiered approach will address the root causes and keep our young workers safe and our companies profitable.

Several years ago, I was called to mentor a young man in a wood-manufacturing firm. This young man was showing up late and was at risk of being let go. The employer phoned me expressing concern

and informed me that although they liked the young worker, his lateness was impacting production and setting a poor example for the other staff. They had tried various disciplinary techniques, spoken with him about the impact of his tardiness and tried appealing to his obvious like of the workplace – all to no avail.

Over the course of a week I had several meetings with the young worker and we explored his history of lateness. We spoke in length about the contributing factors in his life and discovered some underlying issues that would not normally be discussed in a workplace discussion, especially in a production setting where our focus is output. I was looking for the “why.”

The young man lived with his parents and siblings who often had parties early into the morning. The noise and lack of sleep were certainly contributing to his issues. He often bought groceries into the house, however the parties would frequently consume his food, leaving him with no breakfast or lunch.

I knew what I would do to keep this young man working. I would have him move to his own place, remove the negative influences, sleep a regular eight hours, eat breakfast and pack a lunch. Problem solved.

The real solution was more complicated. This young man was attached to his family and really did not feel he had the option to leave his parents. He felt that he was helping his parents, both emotionally and financially. Moving out at the time was not a choice he could make. What we eventually came up with was thought out by the youth and although I “asked him questions,” he really was the driver behind the solution.

He put a small fridge in his room with a lock so he would always have some food for work. He used soft earplugs that were easy to have in when sleeping and he spoke with the employer and changed shifts from days to afternoons. He could not change his parents or his living conditions at the time, so he modified his circumstances to fit the environment. He is still employed today. The solution was generated by the employer’s commitment to his workers and the youth’s desire to be independent.

A positive spinoff is realized: the employer retains a trained worker, staff morale improves when they see the employer’s

commitment to success, and the community wins by having a working, contributing member of society paying their way.

Asking strong questions, questions that lead us closer to the truth, will help us better realize collaborative solutions. We need to be careful that our questions are not just used to support our own beliefs (confirmation bias), but rather used to deepen our understanding of the issues. I use the ignorance model (lack of knowledge) and ask questions that will encourage the person to teach me what they know. The more they share, the stronger my position. I try to be the dis-interested observer, one without judgment.

Here are some questions that will help build rapport and support learning:

1. I’m curious; may I ask you some questions?
2. How could I support you to change this situation?
3. What would you need to succeed?
4. What’s getting in the way of your success?
5. What will make the biggest difference in this situation?
6. Have you faced a similar issue like this before?
7. How do you see yourself in five years? How would you measure success?
8. Do you have a strategy or a plan?
9. How are things working for you so far? (Work, life, relationships)
10. What would be an ideal outcome?

Asking the questions that matter will help any situation move forward. You have to listen very carefully for the truth and have to really “hear” the answers. We may have to put aside our desire to be right and look to our goal as mentors and coaches in developing the next generation of leaders.

You can be confident knowing that you have asked a strong question when the listener responds with, “Now that’s a good question!” ■

David is a mentor, coach, facilitator and management trainer specializing in youth engagement and retention strategies.

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The solution starts now

BuildForce cites promising economic forecast for B.C.'s construction sector, encourages proactive recruitment

By Jillian Mitchell



B.C.'s construction industry is set to be one of the leading construction markets in Canada.

Imagine, for a moment, a “help wanted” board brimming with employment opportunities – each much more than a job, but rather a future and way of life. Now imagine the dichotomy that exists if there were more opportunities than workers, a world where retirees leave behind a workforce gap in addition to a legacy.

According to a recent BuildForce Canada report, *2015-2024 Construction and Maintenance Looking Forward*, this scenario might actually play itself out over the next decade. In fact, statistics show that upwards of a quarter of a million skilled trades people in Canada are set to retire by 2024, which according to BuildForce Canada Executive Director Rosemary Sparks is the most considerable demographic shift the country has ever seen.

“Losing between 20 to 25 per cent of the

workforce is a pretty significant loss of skilled people,” Sparks says. “These are people with many years of experience.”

While the country’s demand for skilled tradespeople grows, the pool of skilled workers to replenish the current industry is just not there – yet.

According to the report, the future of British Columbia’s construction sector is rather optimistic with significant growth anticipated in the non-residential and resource development sectors. The challenge associated with this growth, says Sparks, lies in viewing the opportunity as “in the future” and accordingly, not getting a head start on securing required workers. But as Sparks assures, B.C. is stepping up to this challenge.

Unforeseen economic conditions can slow the demand for labour, as is the case in the Alberta, where declining oil prices have slowed opportunity in construction. This is a short-term situation as renewed growth is expected over the next few years. The message, Sparks says, is to continue to replenish the workforce.

“There’s always the concern that when things slow a little bit people will not see the importance of continuing to recruit and train people for that next generation of workers,” she says. “It takes four to five years to create a qualified journey person, so we can’t wait.”

To that end, Sparks contends that employers must continue to take progressive steps now to attract prospective workers, thereby ensuring a sustainable workforce for generations to come. And though there isn’t a “one solution fits all,” Sparks holds true to her glass-half-full perspective that, together, the industry can prevail.

“We’ve got some work to do, and the industry has been doing a great deal of work in this area around changing the perceptions

about careers in the skilled trades and really letting young people appreciate the opportunities that are there,” she adds.

B.C.’s construction industry is set to be one of the leading construction markets in Canada. According to the BuildForce Canada executive director, proposed construction activity expected in B.C. is sparking the need for consistent recruitment and training based on projections from the energy sector.

“The LNG plants that are proposed to be going forward and some of the infrastructure work that has to happen around those plants is going to create a significant amount of construction activity in the northern part of B.C.,” she adds. “And we’re also seeing at the same time that the residential market will see a brief surge in activity this year with housing-related employment remaining close to current levels throughout the forecast period. So it looks good for B.C., from a construction point of view.” ■

Quick Facts

- 21% of the Canadian construction workforce is set to retire in the next decade.
- Residential construction will rise moderately across Canada from now until 2024 with the strongest gains in Ontario, Quebec and B.C.
- Non-residential construction will see employment growth gradual until 2024. Strongest gains, again, are in the West.
- Residential construction is more cyclical in Newfoundland/Labrador, Saskatchewan and Alberta, where resource project cycles drive new housing lower.
- B.C. construction job growth will lead all provinces.
- B.C. employment will rise by 16,000 jobs or more than 20% in non-residential construction.
- Growth in B.C.-based residential renovations will offset lower levels of new home construction, resulting in a 16% increase in employment (or 6,700 jobs).
- 39,000 workers will need to be hired over the next decade to offset rising retirements in total construction.

What’s changing in the British Columbia construction industry?

39,400*
construction workers are
expected to retire over the next
10
years



At the same time, the province's
labour force grows by

18,600
workers to meet demands created
by increased construction activity.



=

B.C. will need
to attract about
58,000
new construction workers
over the next 10 years.



* 24% of the current labour force

Source: BuildForce Canada (data as of February 2015)



FUTURE ASSURANCE: **THE IMPORTANCE OF SUCCESSION PLANNING**

*Just started your own business?
It's never too early to think about the future.*

By Joy Knowles

Starting a construction project is like starting a business – before beginning, both require a blueprint. Without a blueprint, an already challenging project becomes impossible, and a business cannot thrive.

Among construction businesses, a common void in the creation of the business plan is the inclusion of succession planning. The ignorance of this void is detrimental to the future of a company.

Simply put, “succession planning is the creation of a framework for how one is going to exit their business,” explains Doug Tyce, regional leader of Real Estate and Construction Services at MNP, “whether

this is an owner who wants to retire and pass the business to an employee, or a father handing down the company to his child.”

START WITH THE END IN MIND

Succession planning starts with a conversation between the owner and an accountant or financial consultant, to evaluate the current business and financial situation.

“Part of the conversation is knowing where you want to be when you retire,” says Tyce, “and how are you going to achieve your goals.”

In most cases, construction businesses

have not considered succession planning. Their main purpose is to put food on the table, a roof over their heads, and make more money being their own boss. This causes problems – the owner becomes the key to the prosperity of the business, even though they may not have the tools to run their business successfully.

INVEST IN BUILDING THE BUSINESS

“In most cases, a business has no succession plan because it’s an individual electrician or carpenter and there’s no one to take over his business when he’s done,” says Tyce. “They know the trade. The challenge is educating the business owners to go outside

their comfort zone and focus on the business side and not the action side.”

Having the success of the business ride solely on the shoulders of the owner is dangerous. Should anything happen to incapacitate the principal of the business, the inflow of money stops, or there may not be insurance to cover the accident or tragedy.

If the efforts of the principal are focused on day-to-day operation, there is no time to train someone to take over. In this type of business scenario, the company has no reputation outside of the reputation of the owner.

For proper succession planning, owners need to focus on building the business – creating business strategies and plans while empowering employees.

“You know you’ve achieved a successful succession plan when the principal of the business has become redundant,” Tyce adds.

A SUCCESSFUL PROCESS

To further illustrate the importance

of succession planning and its positive end results, Tyce provides the following example:

A well-established construction company has been run for years by three successful partners. Currently in their early-50s, they’re looking at retirement. Fortunately, these owners included succession planning in the development of their business. They’ve already identified three people in their 30s for future ownership.

At this point, a company like MNP would help them establish a program where over the coming five or six years the next generation would gradually transition into roles of authority. Individually the future owners could never run the company, but collectively they have the skills to take over the business.

Due to their forethought, the current owners brought the future generation in on a staggered buying process. By mentoring them over the years, the current owners have ensured the next generation have the skill set and financial wherewithal to

The best and the worst: What business should and should not do.

The best

1. Start today.
2. Create a plan.
3. Invest in building up your employees and business system.

The worst

1. Maximize profits today to the detriment of maximizing value in the future.
2. Having no plan for the future.
3. Not delegating responsibilities or developing people to help further the business.

take over the business. The transition isn’t overnight, allowing the transition of good will and reputation.

To ensure the best succession planning and a smooth transition, “you want to start now,” recommends Tyce. “No matter where you are in your business, you don’t know what tomorrow will bring.” ■



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PROCUREMENT CHANGES: **Knowledge is profit**

*Valuable insights for members at
April 10th member meeting*

By Joy Knowles

Not often does the opportunity to hear from multiple experts in the construction field and to hear from the Assistant Deputy Minister of the Ministry of Jobs, Tourism and Skills Training, all in one day, occur.

On April 10th at 7:30 a.m. at the Harbour Towers Hotel in Victoria, almost 100 construction industry men and women met for the Vancouver Island Construction Association's member meeting, Procurement Changes: Knowledge is Profit.

The two-part member meeting featured a presentation on Integrating Apprenticeship and Public Procurement by Scott MacDonald, ADM of the Ministry of Jobs, Tourism and Skills Training (MJTST), and a panel of procurement experts, moderated by Ross McLean of Houle Electric Ltd.

The morning began with a buffet breakfast and a warm welcome from VICA CEO Greg Baynton before launching into MacDonald's presentation.

MacDonald spoke about growing employment in B.C. and decreases in unemployment which received positive feedback from members.

Although projections for 2016-2042 show the surplus of younger workers (ages 20-29) in the workforce decreasing, the number of older people (55-64) in the workforce is expected to increase. As such, the Minister of the Ministry of Jobs, Tourism and Skills Training is to increase the number of employer sponsors for apprenticeships and by doing so, fill the gaps in the workforce.

To make this happen there needs to be a more compelling rationale for employer sponsors to get involved. So the MJTST incorporated apprenticeships into public procurement – all public projects over \$15 million and individual contracts over \$500,000 will require an apprentice. This is a big step forward in aligning the industry labour needs for the future and B.C. government drivers. Attendees had the opportunity to provide feedback and ask questions in hopes of raising concerns or points that could be taken into consideration in developing this change in procurement. Many of the members present felt that the dialogue was genuine and their concerns were heard.

Following MacDonald's presentation,

the expert panel took the stage to discuss the progression of the Capital Asset Management Framework.

Manley McLachlan, president of the BC Construction Association (BCCA), provided the audience with background and actions taken on the BCCA-published procurement white paper, Fair and Transparent: Implementing the CAMF for Construction Procurement. George Farkas, ADM of the Ministry of Finance, then responded to the BCCA and the formation of the Deputy Minister/Industry Infrastructure Forum meant to reform public procurement policies.

Fellow panellists included Amanda Farrell, president and CEO of Partnerships of BC; and Peter White, CAMF sub-committee member, Scansa Construction.

Overall rating from members on this event was over 90 per cent satisfied with relevance and member value.

VICA would have been unable to provide such dynamic programming for its members without the sponsorship of JLT (Jardine Lloyd Thompson Group). ■



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Construction leaders working together

A recap of the Capital Project Forum 2015

By Joy Knowles



Mike Herold, Herold Engineering, (Diamond Sponsors).



Roger Yager, Knappett Projects Inc.

Early morning on May 13th, VICA staff found themselves making last minute preparations in anticipation of the first forum attendees who would soon be coming through the glass doors.

The Construction Council of Vancouver Island (CCVI) is a cohesive professional construction community built on shared values that contribute to Vancouver Island's prosperity. The council accomplishes its purpose through proactive forums where perspectives are shared and potential solutions are developed. The successful Capital Project Forum 2015 served as the first forum, increasing and promoting collaboration between construction leaders, from public sector owners to contractors and consultants responsible for the infrastructure of Vancouver Island.

At 7 a.m. the first of the 140 registrants began to trickle in, discovering their table numbers and signing up for AIBC learning units and Gold Seal credits before heading into the Mount Benson Ballroom of the Vancouver Island Conference Centre in Nanaimo.

The ballroom was packed, housing 20 tables, a large screen, stage and podium. Outside the ballroom in the Newcastle Island Lobby, exhibitor tables from Fortis BC, Herold Engineering, Connect Hearing, McGregor & Thompson Hardware Ltd., MNP LLP, BCCA Employee Benefit Trust, and BidCentral were set up for attendees to peruse.

Greeted by friendly faces and a hot buffet breakfast, guests settled into their tables, chatting amicably with fellow industry members. Industry leaders from numerous sectors were represented, from general

contractors, to transportation authorities, school districts, universities and colleges, health authorities and local government.

At 8 a.m., VICA CEO Greg Baynton greeted everyone before the official welcome by Nanaimo Mayor, Bill McKay, and Chief of the Snuneymuxw Nation, John Wesley, began the day's activities.

After a brief but engaging icebreaker, the keynote speaker, Ken Peacock, chief economist and VP of the BC Business Council, presented Building B.C. for the 21st Century: Infrastructure Policy and Financing.

Peacock's presentation discussed B.C.'s capacity to build required infrastructure in an efficient and timely manner. To keep the province competitive and continue to grow the economy, increasing infrastructure investment awareness is a necessity. Peacock touched on the five themes,



John Moncur, Fortis BC, (Diamond Sponsors).



Jonathon Smallwood, BidCentral (Partner).



Raymond Lam, Allterra Environmental & Construction (left); Sue Shultz, Island Architectural Millwork (centre).



Attendees enjoying a hot lunch.

ranging from long-term infrastructure strategy to engaging with federal government, outlined in the paper his presentation was based on.

After Peacock's talk, registrants gained insight from Rick Steele with his three-part presentation, Selecting the Optimal Project Delivery Option. Steele involved the audience with group seat-work. Each table was given a package containing a project summary and procurement analysis worksheet.

Tom Hickey, an enthusiastic and committed member of the CCVI Executive Council and general manager of Community Services for the City of Nanaimo, moderated a panel on "What Makes a Project Solicitation Attractive or Not," which featured Roger Yager of Knappett Projects, Kevin Parker of Dracor Construction, Randy Noble of Houle Electric, and Lee Rowley of Herold Engineering.

The panel discussed key factors affecting consultants and contractors when determining whether to pursue project

solicitation. Factors included the method of procurement being used, payment terms and determining acceptable risk.

Also discussed during the panel were actions and improvements for owners to consider, such as providing significant advance notice of upcoming projects and when they will be tendered, spreading project tenders through the year to better utilize the capacities of contractors and consultants, and providing sufficient timelines for the submission of tender documents.

Following the panel forum attendees enjoyed a hearty lunch then visited the trade show booths, mingled and tried their hand at the putting green contest sponsored by Fairwinds Golf and Postmark Brewing. For a change in tablemates and scenery, there were four workshops available to attend:

- Builders Lien: Traps, Tricks and Technicalities
 - Mike Demers and Tyler Galbraith, Jenkins Marzban Logan LLP
- Fairness Monitors: What's Unfair or Who Needs to be Monitored?
 - Maureen Sullivan, National Education Consulting Inc.



Sarah Simmons, Nexgen Hearing, at the putting contest.



Cindy Brand from RBC and Rick Gudcz from DCC.



Rick Bayko (back turned) and Alan Watt from Island Savings.

- Local Government Auditor General: What we have learned so far
– Mark Tatchell, deputy auditor general for Local Government
- Why Safety Matters
– Jeff Lyth, senior advisor, BCCSA

Back in the ballroom, Mike Demers and Tyler Galbraith gave a legal update that was both entertaining and informative. This was followed by Cris Munro, supply chain manager of CM2 Ventures, who spoke on Best Value versus Low Bid. At the end of her presentation, Munro had the group leaders from Rick Steele's earlier presentation activity stand and address the audience, citing their analysis for the project and what approach they would take in tendering their bids.

At the end of the packed, successful day, attendees enjoyed a host bar sponsored by BidCentral and BC Construction Association (BCCA) where everyone wound down, taking the chance to connect with old friends and new acquaintances over a cold beer or glass of wine before heading their separate ways.

"It was the best one-day conference I have attended in years," said AJ Hustins, president of Nanaimo Precast Ltd. "I would highly recommend this to all leaders in the construction industry."

The Capital Project Forum 2015 could not have been the amazing success it was without the concentrated support and effort of the numerous industry associations and all levels of sponsorship. ■

Construction Council Vancouver Island (CCVI)

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1st Vice-chair Bruce Johnson, Read Jones Christoffersen Ltd.

2nd Vice-chair Richard Brown, Island Health

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Tom Hickey, City of Nanaimo

Barry Bodner, School District 63

Kevin Parker, Draycor Construction

Brad Shuya, Bradley Shuya Architect Inc.

Ian Heselgave, School District 71

Jason Hartley, City of Campbell River

Rod Windjack, CEI Architecture

Mele Kalikimaka!

VICA celebrates Hawaiian-style at annual holiday luncheon, donates \$12,000 to local charities

By Jillian Mitchell

Inflatable palm trees, flowered leis, and seashells – the holidays with the Vancouver Island Construction Association (VICA) just keep getting better. This year, the team took their annual Christmas luncheon to a whole ‘nother level as they celebrated Hawaiian-style.

Members mixed and mingled at the annual sold-out event held at Victoria’s Delta Ocean Pointe Hotel Resort (100 Harbour Road) and dined on a delicious four-star Christmas-inspired feast.

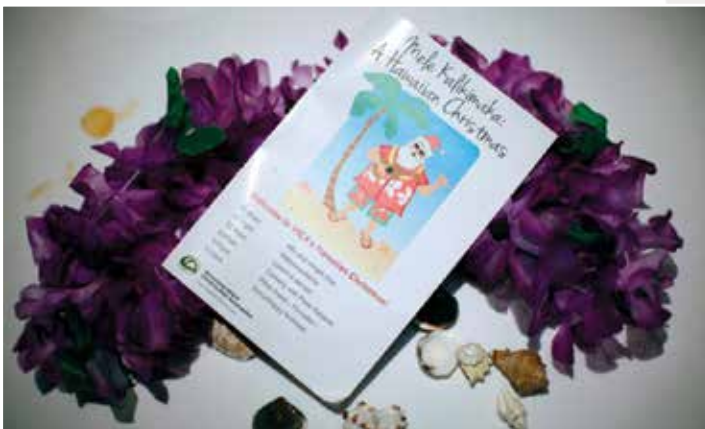
As tablemates wine and dined, Canadian comedian Peter Kalamis, known for his Robin-Williams-inspired impressions, prompted many giggles and grins – and a few blushing cheeks.

The afternoon’s ticket draw included an array of prizes – a PlayStation 4, hotel retreats, Canucks tickets, a 46-inch Samsung TV, and a grand-prize trip to Hawaii. New this year was a game-show-inspired contest whereby one of 10 keys opened a door to the grand prize.

Prior to the draw, VICA CEO Greg Baynton offered his appreciation of the event sponsors. “This kind of event and the other high calibre events that we offer are not possible without our sponsors,” he said, citing the association’s new corporate sponsorship program. “Our door prize is fantastic!”

‘Twas the season of giving and VICA members heeded its call – to the tune of \$12,000 thanks to the event’s coin collection and ticket draw. Funds were donated to urban schools (Thrifty’s gift cards), the Boys and Girls Club of Greater Victoria, and a Nanaimo family who experienced a house fire.

“This is intended to be a member event, lots of networking, appreciations to celebrate the season with your colleagues, but we do make a huge difference in the lives of people on the Island who need our help,” said Robyn Quinn, VICA’s Manager Education and Communications, “and not just at Christmas time [...] and that’s thanks to your generosity. Once again, thank you all for your generous support.” ■





Bill Gyles, Kinetic Construction

"I've attended the Christmas Luncheon event for most of the past 30 years. This year's luncheon was very good, one of the best ones I've attended. The entertainment was very good, which has not always been the case.

I attend because I think this event is the best social mixer for the industry on Vancouver Island. Many companies invite their staff to attend, and it's often the only opportunity to meet some of these people, particularly office and support staff. The event is not dominated by speeches or a presentation, but is really a great opportunity to talk to people socially. The entertainment was great this year."



William Doyle, Doyle Consulting

"The Island and the Victoria market has the reputation of being a hard nut to crack. I'm a new business owner and I found that most people were happy to talk. For me, it's my first VICA event and it was a very good networking opportunity and I enjoyed the spirit of the event.

I started my business in Victoria [summer 2014], and it was only [a few weeks prior to the luncheon] that I learned about VICA. I went to a U40 social and the people around the room gave me a good idea of the varieties of the businesses that are involved, from the insurance companies to the tradespeople to the general contractors. It's a group I want to work with."

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GOING STRONG

VICA AGM reaffirms association's commitment to success

By Jillian Mitchell



In essence, planning for success means planning to succeed – and high atop the list for many Vancouver Island construction firms is an affiliation with the Vancouver Island Construction Association (VICA).

Members showed their support for the association at the VICA annual general meeting on November 5, 2014. The event held at the Victoria and Nanaimo offices, simultaneously, via video conferencing, attracted a full house. An appreciation luncheon followed.

CEO Greg Baynton opened the AGM with a discussion of the current state of industry and VICA's subsequent role.

"The majority of our 481 members have reported that the past year was one of the most challenging years they've had on recent record. They've conveyed a lack of work, a lack of profitability and a very competitive environment that has resulted in greater risk for them. In extreme cases, it's even caused some of our members to close their businesses.

"As a result, we've had a lot more inquiries around our advisory services. I hope you would agree with me that [this] is one of the times that the association shows its true value to its members. When things are really good,



you probably don't need an association as much, but when you've been in the kind of environment that our members tell us they've been in for a number of years running, it really underscores the value of membership," Baynton concluded.

Echoing Baynton's sentiments was Outgoing Chair Angus Macpherson. "It's been a grind [the last three of four years], and it will continue to be a challenge, and I know that this organization is in great hands with the group coming up behind. It's never been in better shape," said McPherson, who handed over the reigns to Incoming Chair Don Cameron.

Cameron, in response, expressed much gratitude. "Thank you for the honour of becoming chairman for the upcoming year," he said. "It's truly a pinnacle in my 40-year career. Being given this responsibility means a lot to me; it's an honour to support our industry and ensure VICA builds a solid future for all of us."

Joining the VICA Board of Directors for the 2014-15 year is Katy Fairley of Kinetic Construction, current chair of Women in Construction (Victoria), and Doug Savory of Archie Johnstone Plumbing and Heating, both elected via acclamation. Leaving the board was Pete White of Scanza Construction and Marlon Brown of Cornerstone Tile.

VICA's second published annual report highlighted a very positive treasurer's



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"I hope you would agree with me that [this] is one of the times that the association shows its true value to its members."

GREG BAYNTON



update, whereby chartered accountant LL Brougham Inc. cited this year as "the best one yet."

Approved during the meeting were two new bylaw amendments – the inclusion of the words "fair, open and transparent" in select clauses and two new membership categories, marking a total of six: Industry, Associate, Professional, Public Owner/Agency, Student/Apprentice and Honorary. ■



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Meet your newest board members



Katy Fairley, Kinetic Construction

"Immediately upon entering the construction industry, I noticed the impact VICA has not only on its members but on the construction community as a whole, and it was something that I wanted to get involved with.

It is an honour to serve on the board with so many industry leaders. [I hope to bring] my interest and passion in public procurement process that comes from not only working at Kinetic but also as a taxpayer. That's why I'm so keen to be involved with the [Vancouver Island Construction Council]; it's an opportunity to open up a dialogue with public sector owners about the different processes and procedures that are available to them when they are procuring construction work.

I think that right now VICA and the board are certainly moving in the right direction, in terms of involving younger people on the board, bringing up that next generation of leaders. That's very exciting to be a part of."



Doug Savory, Archie Johnstone Plumbing and Heating

"I've been in mechanical construction for 37 years on Vancouver Island, so it was about time to put back in some of what I've gotten out. I felt it was a honour to be asked [to run for board], and that I was so well-received.

I have sat as negotiator for different groups a number of times, on both sides of the table, so I think I have a great understanding of what is going to help the worker get what they want, what's going to help the companies get what they need, and what's going to help the owners, in order to sustain a strong industry.

It's my hope that VICA continues to grow and be heard. I think that we've moved forward a lot, and some of the things I've seen lately show that some of the other parties involved with the trades, including the government, are starting to listen to us and take what we say as important to the construction industry."



Danny White, President
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VICA 2015
Golf Tournament



1 – MNP team hosted a chipping contest and the always popular margarita “Super Fun” hole again this year.

2 – Kate Ulmer, Herold Engineering and Katey Fairley, Kinetic, heading out for their day of golf at Fairwinds.

3 – Gerry Bischoff, Miranda Construction Ltd., (front centre) leading the pack, as players head to their team cars.

4 – Cheryl Hartman, Brewis Electric.

5 – (L to R) Bill Gyles, Kinetic Construction Ltd.; and Brad Shuya, Bradley Shuya Architect Inc.

On par with VICA!



6



7



8

6 – (L to R) Tom Plumb, Kinetic Construction Ltd.; and Mark Liudzius, Kinetic Construction Ltd.

7 – Hanging around the BCCA Employee Benefits Putting Contest. [L to R] Colleen Cadez (BCCA EBT), Rosie Manhas (VICA), and Dawn Charity (VICA).

8 – Members enjoy a post-game feast.

BUILDING HEALTHY COMMUNITIES

VICA members at work on NIHP

- Knappett Industries
- Dryco Systems
- Farmer Construction
- Harris Rebar
- Holdfast Metalworks



Two new hospitals for Vancouver Island's North by 2017

By Jillian Mitchell



Top: Campbell River Hospital rendering.
Inset: Comox Valley Hospital rendering.



NIHP Chief Project Officer
Tom Sparrow.

Vancouver Island's North is poised to welcome two new state-of-the-art hospitals in Campbell River and the Comox Valley, respectively.

Spearheaded under the North Island Hospitals Project (NIHP), the hospitals – which together, boast a \$606.2-million price tag – underwent construction in July 2014 and are scheduled to accept patients by late-fall 2017.

Under a public-private partnership (P3), Tandem Health Partners – a consortium comprised of Graham Construction, Stantec, Gracorp, Balfour Beatty, and Honeywell – will design, build, partially finance, and maintain the \$274.5-million, 95-bed Campbell River facility at 348,000 square feet; and the \$331.7-million, 153-bed Comox Valley facility at 428,700 square feet.

The NIHP is cost-shared by the province and the Comox Strathcona Regional Hospital District at 60 per cent and 40 per cent, respectively.

Amenities offered by the new hospitals

include single-patient rooms, acute care beds, operating rooms and surgical daycare, a chemotherapy department, pediatrics ward, cardio-pulmonary diagnostic and orthopedic department, as well as emergency rooms three times larger than those in existing hospitals. The University of B.C. has been granted academic teaching space in each facility, while a new Centre of Excellence in Aboriginal Maternal Health is slated for Campbell River. Both hospitals will target LEED (Leadership in Energy & Environmental Design) Gold certification.

The goal of the NIHP is to provide modern, effective, and appropriate inpatient and outpatient services to the communities of the North Island, says NIHP Chief Project Officer Tom Sparrow.

"Without question, hospitals play a major role in a community's infrastructure," Sparrow says, adding that community response regarding the NIHP has been positive. "[Members of



Hospital entrances create a welcoming, inviting, supportive and non-institutional environment. Incorporate traditional languages in signage.

community] feel their foundation is being strengthened through the design and construction of these facilities in both Campbell River and Courtenay. I think the province is demonstrating its commitment to north Vancouver Island through the investment in these facilities.”

A three-tiered principle will govern the design and construction of the new hospitals: the creation of a desirable place to work and learn through an evidence-based, patient-centered design for First Nations, the elderly and Islanders.

“We will create an environment where employees, physicians and volunteers can work collaboratively in promoting health and wellness in facilities that foster teaching, recruitment and retention,” says Greg Parnell, project director for Graham Group Ltd. and the NIHP.

Parnell asserts that the team’s use of an evidence-based design will maximize quality and safety for patients and staff, as well as maximize efficient operations. The facilities will also be designed to meet and adapt to the needs of patients, visitors, employees, volunteers, learners, teachers and researchers now and into the future.

Parnell adds, “We will pursue excellence and innovation to deliver safe, quality healthcare and improved health outcomes to residents of northern Vancouver Island, but in particular, First Nations [and] elderly populations.”

One of the project’s design principles is that the project should



Registration. Sloped wood ceiling and central skylight provide natural light and non-literal representation of a First Nations Big House.

be as similar as possible in the planning and design of systems, services, functional relationships, acknowledging differences with respect to the relative sizes of the facilities and the differing site constraints. As such, standardized design, wherever possible, is the approach used with both facilities. For example, single-patient rooms and other elements will be identical in both hospitals for ease in location of rooms, departments and services.

The NIHP is expected to create 1,900 direct jobs for 145 trades programs during the construction period. Onsite, apprenticeship

“We will create an environment where employees, physicians and volunteers can work collaboratively.”

GREG PARNELL

continues to rise – a reported 44 apprentices at both sites in March 2015; 51 in mid-April. Sparrow attributes the increase to the NIHP’s strong relationships with the government-managed Industry Training Authority and the region’s chambers of commerce, employment associations, colleges and high schools.

“I think that by planting the seeds we did, you’re going to see a huge opportunity for growth and development and strengthening of the apprenticeship programs in these large infrastructure

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All Nations Healing Room. A view and access to nature and the outdoors. Display niches in the walls for art.

The Campbell River Hospital, located beside the ocean, will boast a “Life by the Sea” theme featuring shades of blue. The Comox Valley Hospital’s theme is “Peace in the Forest” in shades of green.

projects across British Columbia,” Sparrow contends.

Both facilities are anticipated to reach service commencement by April 2017, allotting sufficient time for move-in and training of the total 1,200 clinical staff before patients’ arrival.

“We want to make sure we take the appropriate time to put a significant effort into ensuring that all the clinical folks are very satisfied with their ability to effectively deliver healthcare programs to the bedside in these new facilities,” Sparrow adds.

The move-in begins with the Campbell River site, which is located on a brownfield site adjacent to the town’s existing hospital. Demolition of this existing hospital, as well as additional site finishing, is slated for completion September 2018. Plans for the Comox Valley’s St. Joseph’s Hospital, owned by the Catholic Dioceses, have yet to be announced.

The NIHP marks British Columbia’s sixteenth healthcare

project completed (or under construction) under a P3 contract.

Unique to the NIHP, however, was Tandem’s issue of a green bond totaling \$231.5 million, maturing in 32 years. This marks the first time such a bond has been issued to finance public infrastructure in Canada, and the first time one will be used to back a public-private partnership in North America.

“I think what the green bond exemplifies for B.C. is the focus on green initiatives and incorporating those ideologies into these large infrastructure projects,” Sparrow says. “This has demonstrated that we have the support from financial institutions from around the world. We’ve received many calls from other parts of the world. We’ve led the way, in this particular area, and we should all feel very proud of these types of projects and their ability to demonstrate to the world that we respect and incorporate innovative ideas into these types of projects.” ■



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IT'S ALL IN *The Details*



The Kwakiutl Wagalus School in Port Hardy gets a total makeover

By Shayna Wiwierski

A sense of community seems to be the underlying theme in one of Port Hardy's newest schools.

Currently under construction, the Kwakiutl Wagalus School is a kindergarten to Grade 7 school being built for the Kwakiutl First Nation. The school, which will be finished by the end of 2015, is a replacement school for the current one, which is housed in three different buildings.

"Two of these buildings are not suitable as they are very old and outdated," says Jordan Hunt, community project lead coordinator for the Kwakiutl First Nation. "They also do not have the capacity to take on all of the children of the community due to a lack of space."

The new facility is being built on a former forested land, which had to be

cleared in order to build the 12-acre 17,000-square-foot \$6 million-plus school. It will feature a large gym with a stage that will be used not just for gym activities, but cultural activities of the band. It also will have three classrooms, a kindergarten and a preschool classroom, as well as a multi-use classroom for school and out-of-school purposes, like community gatherings.

"It's a First Nations school, so they really want to make it their own," says Maaike Pen, project manager/estimator for AFC Construction in Courtenay, B.C., the general contractors for the project.

The school features big timbers as a structure, with the entry canopy designed as a teaching tool representing the traditional framing and structure of their historical buildings. The heart of the school is a multi-purpose cultural room that is intended to be a modern interpretation



The Kwakiutl Wagalus School hallway.

of Kwakiutl's traditional Big House. The design for the school is by architects Lubor Trubka Associates Architects out of Vancouver, who specialize in First Nation community facilities.

Pen says that wood details were a big element that the band wanted in the building. "Their intent is to put down a building that is as much wood as possible. These days you see [the timber details] in a lot of West Coast designs," she says, adding

Top photo: The Kwakiutl Wagalus School in Port Hardy is a kindergarten to Grade 7 school being built for the Kwakiutl First Nation. The \$6-million-plus school, which will be finished by the end of 2015, encompasses 12 acres and 17,000 square feet.

The school's gym features a 38-foot roof at its highest point.



Putting up glulams.



View of site, April 2015.

that it is however quite unique to see this extent of timber details in a school.

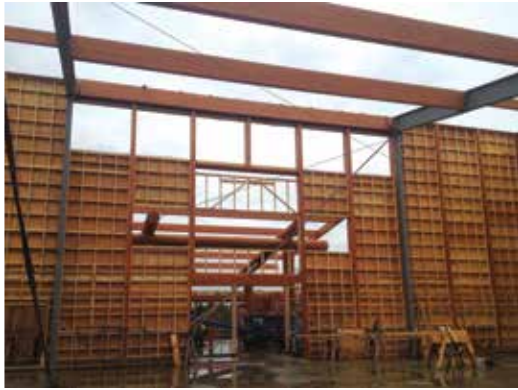
Although wood is used for most of the building, the gym, which has a 38-foot roof at its highest point, incorporates a steel frame. The gymnasium walls were designed to be pre-fabricated in eight-foot-wide panels. The original design had them completed with interior and exterior finishes prior to transportation to the site. This idea was abandoned as too much damage would incur to the finishes during transportation and erection.

“When the framing started, AFC first put up the timbers in the central multi-purpose room and then started framing the classroom areas. Imperial Welding then put up the steel structure in the gym, with MacDonald & Lawrence erecting the pre-fab gym walls,” says Pen, who adds that the wall panels were bolted together onsite.

Challenges the crew has seen so far include the fact that the power runs off a generator. Since the site was formerly a forested land, they knew that getting temporary power from BC Hydro would take too long. They opted for a temporary diesel generator. The civil contract has made the new road onto the site, leveled the site for the building and the sports field and is in charge of sedimentation control. Run-off from the site is an ongoing concern, as a large area was cleared of trees and landscaping won't be finished until the end of the summer.

“It's work to make sure that the muddy water settles in the sedimentation ponds and runs down clean,” says Pen, who adds that it's not a challenge as such, but few local companies are on the job so most

View from the multi-purpose room.



trades travel from down island. However, band members have been hired by the different companies involved, adding to the sense of community that the school entails. "Working with the locals, there's a great sense of pride because it's their building."

In addition to AFC Construction, other VICA members currently working on the project include Island Architectural Millwork (millwork), Nelson Roofing & Sheet Metal Ltd. (roofing), Powerhouse Sheet Rock Ltd. (steel stud and drywall), and Den Mar Electric Ltd. (electrical).

Rob Curts, branch manager at Nelson Roofing and Sheet Metal in Cumberland, B.C., says that the roof is a two-ply SBS roof and standing-seam sheet metal roofing, which is something typical for schools. As for the roof insulation, they chose to go with Soprarock, which is a mineral wool fibre insulation. One of the main advantages is its stability in both movement and R-Value over time. This insulation is made from natural materials and is also recyclable and reusable. It also has a high resistance to fire and excellent acoustic properties.

Steve Crowhurst, estimator for Island Architectural Millwork Ltd. in Nanaimo, says that although the millwork for the project is quite standard (the cabinetry will have straight, clean lines, and the wood veneers give it a warmth you do not get with plastic laminate), the one thing that stands out the most is its structure.

"If I had to say what was unique about the project," says Crowhurst, "the heavy timber structure in front of the school is not something you would find at any school in B.C." ■



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An aerial view of the FMF Cape Breton site as Allterra Construction & Environmental crews near completion.

BREAKING new ground

Allterra Construction & Environmental takes mass stabilization to the next level

By Jillian Mitchell

Every generation develops new ideas and concepts, many harnessed with what was once only plausible in the minds of revolutionary thinkers. Such is the case with Allterra Construction & Environmental Ltd. and its role in the multi-phase Shop Consolidation Project at the FMF (Fleet Maintenance Facility) Cape Breton site at CFB Esquimalt.

In its entirety, the FMF Cape Breton project will consolidate the FMF's 38 maintenance shops into one of the largest enclosed buildings on North America's West Coast. At the beginning of the 20th Century, however, the FMF Cape Breton site was a natural cove – soon to be backfilled for development.

In the past, hundreds of tons of bedrock from adjacent rock formations were blasted

and used to fill the cove, as was waste from the shipyard including welding slag and sheet metal, virtually any items involved with ship-building and repair. While, at the time, the techniques and materials employed at the in-house government shipyard were status quo, the proverbial shoe would drop almost 70 years later when, during a site revitalization project, the area's soil was tested as per Canadian Soil Regulations prior to new construction.

"Through that process they determined that there was leachable metals – copper, zincs and leads – that were at a level exceeding five milligrams per litre, which put it at a hazardous waste level," explains Todd Mizuik, co-founder of Allterra Construction & Environmental, one of the project's environmental remediation contractors.

The scope of the work defined by contract owners Defence Construction Canada and their consultant Stantec Consulting would see Allterra taking on a formidable challenge: to design and execute a system by which the remaining concrete slabs and footings left from initial demolition of the pre-existing building would be further demolished before removing the top three metres of soil, rock, metal and other debris. This dirt and debris would need to be removed and either cleaned or relocated to an appropriate waste management site.

Next up was the task of mass stabilizing the soil's bearing capacity to meet with the client's geotechnical requirement of 350 kPa (kilopascals) in addition to a complete encapsulation of all contaminants that



Allterra cleaned and decontaminated every particle of waste on the FMF Cape Breton site to prevent further contamination outside of the project site.



Thousands of tons of metal waste were unearthed at the FMF Cape Breton site.

remained in the soil. Once the site was remediated and stabilized, new soil would need to be brought in and backfilled to a desired elevation so that construction managers EllisDon-Kinetic could go ahead with construction on the new structure.

“Because the contaminants are leachable, the more you dig into the soil, the more the metal leaches,” adds Mizuik of the project’s challenges. “One

of the things that has to be done is an encapsulation of that area to perform any work, and we typically would insert sheet piling around the perimeter, which would encapsulate the work area.”

Mizuik affirms that the aforesaid process is typically effective when extracting soil, classifying it for soil type and disposal, and then replacing the soil with clean fill. However, on the FMF Cape Breton

site, the process proved ineffective and cost-prohibitive, due to further site complications.

According to Mizuik, his team was aware that the underground rock fill could create problems (some of the rocks were up to nine feet in diameter), and that the size and hardness of the armour stones would make inserting the sheet piling virtually impossible. Alternately,



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Allterra crews use a water cannon to contain environmental particulates during the injection process.



Excavator bucket designed by Allterra to more effectively dig for the types of metal and cabling that crews had to contend with at the FMF Cape Breton site.



Allterra Construction & Environmental co-founders: (L to R) Gary Isacson, Raymond Lam, Todd Mizuik.

a secondary perimeter could have been excavated in order to properly encapsulate the area and avoid making contact with the stone, but Mizuik says the price tag on this process would have been “astronomical.”

“Rather than try to dig the soil out and create that encapsulation area, it was proposed to stabilize the hazardous waste soils in-situ,” he says. “The tender was then two-pronged; it was geotechnical improvement and environmental encapsulation.”

Much of Allterra’s efforts are continually put into research and development, and equipment and technology employed by the company is industry standard. Interestingly, Allterra is one of only five companies in the world to combine methodology with technology and innovation in the environmental remediation realm.

For Allterra founders Raymond Lam, Todd Mizuik and Gary Isacson, a collaborative team approach was integral to accomplishing a successful outcome on such a unique project. The three men are adept at bringing their own unique skills to the table

Continued on page 111.



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URBAN CLIFF CULTURE

Indoor climbing gym to open in downtown Victoria

By Jillian Mitchell

Visitors to downtown Victoria will soon be afforded a sneak peak into the world of indoor rock climbing, with the new Crag X Indoor Climbing Centre on Pandora Avenue nearing its summer 2015 completion.

"This will be a dynamic addition to the Pandora corridor," says Stewart Story, owner of Story Construction, the project's general contractor. "The front of the building will include a full-height curtain wall, at 50-feet tall, allowing natural light to filter through the space, and creates a unique experience for not only climbers on the inside but also for pedestrians viewing from the street."

Inside, the entire west and south walls will feature 50-foot climbing walls, while the east wall will feature an upper mezzanine, shorter climbing courses and a boulder course. The new open-concept facility (at 50-feet tall, 60-feet wide and 114-feet deep) will also feature showers, studio rooms, and an accessible lift to transport climbers to the mezzanine.

According to Story, careful consideration was given to the facility's mechanical systems. "One of the big challenges climbing

gyms face is the quality of the indoor air," he says, noting that climbing gyms typically contend with the overpowering smell of shoes and chalk dust. "[Crag X] aims to provide a best-in-class indoor facility while maintaining the fresh air that climbers enjoy in outdoor climbing."

Deconstruction of the existing two-storey brick building at 769 Pandora Avenue began in December 2014 – and took a mere five hours to bring down. By January 2015, Story's team began filling in the basement and followed with foundation walls, underground services and lightweight geofoam fill. The slab was poured in March 2015.

Panel installation began May 2015 and featured insulated sandwich panels – at a whopping 50-feet tall by 10-feet wide by 16-inches thick – supplied by Nanaimo Precast Ltd.

"What is unique about this project is the size of the panels," says AJ Hustins, president of Nanaimo Precast Limited, a CSA-certified precast company. "We are installing 34 panels, approximately 80,000 pounds each. It's a very large panel for our industry."



Panel on the steel deck with layer of concrete poured, foam and rebar before second concrete pour.



Lifting the panel off the steel deck onto a leveled foam bed on top of 4"x4".



Inventoried panels on a foam bed stalked for shipping to site.

As Hustins relays, production of the panels took approximately two-and-a-half months. The process, which starts on a steel deck, involves the pouring of three inches of concrete, followed by four inches of R16 insulation foam, and then nine inches of concrete on top. Within a 24- to 48-hour period, the panel is then moved onto a foam resting bed where it continues to cure. The following day, the panel is transported into the team's inventory via crane.

Six large tridem trucks are poised to deliver the Crag X panels from the production plant in Nanaimo to the downtown Victoria site. The erection of the panels, which will be performed by Story Construction, will feature the use of a 275-ton crane, the largest mobile crane on the Island.

"This is a very critical lift, considering the size and weight of the panels, the proximity to neighbouring buildings, the tight site, the transportation from Nanaimo and the location downtown," adds Story of the panel installation. "There's been a great deal of planning and cooperation with the designers, engineers, precasters, subtrades and our crew to make sure that every detail is considered before the panels arrive onsite."

According to Hustins, sandwich panels are becoming more common in industry, partly due to the manufacturers' use of many local products. The Crag X panels, for instance, feature

cement from Lehigh Hanson Canada in Delta, B.C., and concrete provided by Mayco Mix Ltd. in Nanaimo.

"There's been a major shift in the construction of buildings in Western Canada from steel and wood frames to precast panels," says Hustins. "That's great for us."

Though many of the Crag X construction team are Island-based, the coordination has extended to other parts. The owners, who were actively involved in the design, are based out of Vancouver and Ottawa; the architect and structural engineers are out of Vancouver; the precast engineer in Prince George; and the climbing walls are manufactured and shipped from Bulgaria. As such, careful coordination and cooperation was critical to ensure no details were overlooked.

"We've got a great team that we're working with, both subtrades and our own forces, [as well as] designers and clients from out of town," says Story. "This means clear communication is critical in ensuring proper planning and successful execution."

An existing Crag X facility is currently located just outside downtown Victoria, in a 5,000-square-foot facility boasting over 60 routes and 50 boulder courses. The move to Pandora Street will mark the company's twentieth year serving climbers in Victoria. ■

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FUNCTION meets *Fashion*



Nanaimo's McGregor & Thompson Hardware building has wow-factor

By Jillian Mitchell

The new McGregor & Thompson Hardware building at Nanaimo's Boxwood Drive could easily be mistaken for a luxury car dealership – its 18,800 square feet boasting a top-of-the-line show room with polished concrete flooring, locally sourced Douglas Fir accents, a mix of LED lighting and natural light, a striking central staircase and an outdoor fountain, to boot. It's not surprising, then, that such innovation was rewarded with an Award of Excellence at the Vancouver Island Real

Estate Board Awards this April.

"The driving force behind [the design] was to increase our presence and really let people know what it is that we did and enable us to show those things off," says Stuart Cuthbert, branch manager of McGregor & Thompson Hardware Ltd., Victoria.

Construction of the new design-build facility commenced July 2013, with Island West Coast Developments Ltd. (IWCD) at the helm, and wrapped February 2014. A grand opening was held mid-July 2014.

Many of the company's displayed products have been incorporated as working models in the facility's day-to-day business operations, while much of the showroom's custom finishing work was completed in the company's own wood shop. Cuthbert says that this in-house facet better enabled the company to highlight their products to customers.

For the building's general contractor, the project was as much a learning experience

as it was a job well-done. According to IWCD President Greg Constable, the company worked alongside the owners and Delinea Design to develop a design that would complement the eco-conscious Green Rock Industrial Business Park, where the new project would be located, and on IWCD-owned land.

"We tried to do the Green Rock Industrial Business Park as more of a mentorship and a stewardship towards education," says Constable, whose company has been designated as one of Canada's Best Managed Companies for two years running. "If you go into Green Rock, it has certain signs that tell how this water is maintained and managed to not affect streams. So the [McGregor & Thompson] building is keeping with this theme."

Adding function to fashion, the building's storm-water filtration system was also designed with a visible appeal well-complementing the current site. As roof water drains to the front of the





building, it flows into the bioswales that form the landscape as well as filter sediment and debris.

The new facility also features a fully functional green roof, adding to its sustainability factor.

The pre-existing McGregor & Thompson Nanaimo facility was divided into three locations across the city, with an office and metal shop in one complex, and wood shop a couple miles away. Cuthbert says amalgamating the spaces has increased the company's capacities.

"The investment we made in Nanaimo really aligned with our strategy on the Island in our want to grow [our company] on the Island," Cuthbert says, giving high praise to Island Regional Manager Dave Shelton, for his valued leadership role in the project. "The Nanaimo building was two-fold – it was a chance for us to invest in the property and grow our perception in the market and at the same time there was an operational and logistical aspect as well."

McGregor & Thompson Hardware was founded in 1964 in Vancouver, B.C., by the father of current CEO Jim McGregor and former business partner, Isaac "Bud" Thompson. Today, the company is a leading distributor of over 60,000 finishing products including doors, frames, access controls and other specialty products. In addition, the company offers inspection, consultation and installation services at their Calgary, Kelowna, Nanaimo, Seattle, Vancouver and Victoria locations. ■

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Upholding tradition

Century Group renovates a Victoria landmark on Government Avenue

By Tara Saracuse



The City of Victoria is blessed to host many ornate, heritage buildings dating far back into the 1800s, and while these buildings add much to Victoria's ambiance, they also present a challenge to constructors charged with updating, upgrading, and renovating these unique spaces.

Century Group Inc. (CGI) was thrilled to be awarded such a project in the spring of 2014: a renovation and fit-out to The Douglas Building at 617 Government Street, a Heritage-Registered building.

Constructed for the Government of Canada in 1949, this four-storey,



u-shaped building was built post-war to accommodate Canada's expanding government administration, sparked by a massive population boom and a demand for public services. The building's Stripped Classicism architecture-style includes predominately board-formed concrete construction, granite staircases, marble door-surrounds, interior stone trim, and inset cast chevron panels. The massive building was also built with an adjacent heating-plant that provided heat to a three-block area (including the Legislature). In 1949, the building cost \$1 million to construct.

CGI was awarded this project in two phases. Phase I called for a standard interior office-update to one-half of the third-storey office space, but with a few extra challenges. The renovation included upgraded HVAC systems to replace the now dated heating-plant, however, the building's structure was never built to withstand the weight of modern HVAC. CGI started by reinforcing the existing structure; this was tricky work, as it required integrating the new structural steel components into the existing concrete structure. In order to install the new air-handler in its new home, CGI then cut a large opening in the façade

The massive building was also built with an adjacent heating-plant that provided heat to a three-block area (including the Legislature). In 1949, the building cost \$1 million to construct.



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of the building and lifted the unit in by crane. The day of installation necessitated extra safety measures and coordination with the tenants above and below. Lastly, CGI re-built the façade to exactly match the existing building.

After the HVAC unit was installed, CGI stripped the interior space while carefully maintaining the heritage aspects. The interior received upgraded electrical, fibre optics and communications, and mechanical components, followed by all new floors, drywall, ceilings, paint,

and lighting. The new space is bright, modern, and capable of supporting today's computing requirements. The value of the Phase I project was \$1.2 million.

Phase II of the project was awarded to CGI in the fall of 2014, and included the same interior treatments but to the second-half of the third-storey. Phase II also included asbestos abatement (found in the glue for the ceiling tiles); the Phase I abatement had been handled by the owner, but having gained confidence in CGI, the owner added the abatement to CGI's Phase II scope. In order to achieve peak efficiency on the second-half of the project, CGI engaged all the same trades from Phase I and assigned the same superintendent to coordinate the project.

The office tenants of the third floor had been occupying this second space all throughout Phase I, and as they moved into the newly-renovated Phase I space, CGI continued to navigate another notable challenge of this project: working in an occupied building. CGI took many precautions over both phases to ensure these tenants, as well as the tenants above and below, suffered the least amount of disruption during this substantial project. These steps included carefully sealed hoarding, dust control, and working primarily at night. In addition, as the building houses the B.C. Government's Ministry of Finance and Ministry of Communications and Public Engagements, it was a secured building with many inaccessible areas. Trades were not allowed to enter or move throughout the building without clearance and supervision,



and CGI coordinated with the owners on several occasions to gain access to areas containing sensitive equipment or information.

By the end of Phase II, the entire third-storey had received a fresh aesthetic update, and perhaps more importantly, an upgrade to the old-bones of the building in the form of electrical, communications, mechanical, and HVAC. The value of Phase II was \$1.4 million.

CGI completed this project in 10 months with no major hiccups or surprises. The firm found that it was an honour to continue Victoria's tradition of preserving heritage buildings and honouring our forefathers' vision for the city, while still staying current, through completing this project in one of the city's landmarks. ■



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Tyler Galbraith, Jenkins Marzban Logan LLP

THE GOOD FAITH PERFORMANCE OF CONSTRUCTION CONTRACTS: A BRAVE NEW WORLD

Until recently, the law in British Columbia was more or less clear; namely, there was no general duty to perform a construction contract in good faith. There were exceptions (for example, the duty imposed on tendering authorities to treat all compliant bidders fairly and equally in the tender process), but, by and large, there was no obligation to perform a construction contract in good faith.

That all changed with the recent Supreme Court of Canada decision in *Bhasin v. Hrynew*¹, where the Supreme Court recognized both the existence of (i) a general organizing principle of good faith (i.e. the parties must generally perform their contractual duties honestly and reasonably and not capriciously or arbitrarily), and (ii) as a manifestation of this organizing principle, a common law duty of honest performance which applies to all contracts (i.e. requiring the parties to be honest with each other in relation to the performance of their contractual obligations).

The Supreme Court reasoned that the principle of good faith should be applied in a manner that is consistent with the fundamental commitments of the common law of contract, which generally places great weight on the freedom of contracting parties to pursue their individual self-interest. In commerce, a party may sometimes cause loss to another – even intentionally – in the legitimate pursuit of economic self-interest. However, the Supreme Court wrote that “[d]oing so is not necessarily contrary to good faith and in some cases has actually been encouraged by the courts on the basis of economic efficiency.” Unfortunately, little concrete guidance was provided on where the line between pursuing legitimate self-interest ends and breach of the duty of honest performance begins. What will likely be important in deciding when this line is crossed will be the type of construction contract in issue and where it sits on the continuum between contracts of mutual cooperation (where there is probably an increased good faith component) and more one-off transactional arrangements.

Of equal importance, the Supreme Court left open the possibility that other duties based on the general organizing principle of good faith, which the parties did not agree to or otherwise contemplate at the time of contracting, may be implied into construction contracts. This means that the parties to a construction contract may not actually know what all of their respective duties and obligations are at the time of contracting, which may impact how construction companies make contractual decisions regarding, for example, termination.

Contractual certainty and the distribution of risk are very important to the construction industry. While the construction industry now knows that the duty of honest performance applies to all construction contracts, it is not clear whether additional duties flowing from organizing principle of good faith will be automatically implied in construction contracts. What construction companies can do to reduce the risk of unknown or unanticipated duties and obligations is negotiate and draft construction contracts that deal with the known duties and obligations, and related distribution of risk, in a clear and unambiguous manner and perform their respective obligations in good faith. Other than that, it's up to the courts to decide what additional duties may exist. ■

¹ *Bhasin v. Hrynew*, 2014 SCC 71

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Building connections and community for **Women in Construction**

By Joy Knowles



As a communications intern at VICA, I've had the opportunity to go on several adventures. One such adventure happened Wednesday, March 25, when I found myself inside the Lexus/Toyota Dealership on Douglas Street in Victoria – and I wasn't buying a car.

A massive structure of concrete and glass, with a show-room packed with shiny new cars, the size of the project and the majesty of the building kept my neck craned and my head turned.

I wasn't the only one admiring the project. With me were 25 other women attending the Women in Construction (WiC) tour and networking night.

Supported by the Vancouver Island Construction Association (VICA), with chapters in Nanaimo and Victoria, WiC is open to any woman who considers herself part of the construction industry. Members are private and public sector workers, students, engineers, apprentices, labourers, tradespersons, project managers, developers, architects and professional administrative staff.

WiC works to provide beneficial experiences for members, with various events that include networking, tours, and guest speakers. WiC wants to increase and promote women in the construction industry.

Camaraderie, networking and the enjoyment of one another's company is a repeated theme amongst the women.

"It gets lonely in construction," shares Allison Greaves, office administrator at Durwest Construction Management and seven-month WiC member. "It's nice to connect with other women."

WiC continues to grow as more women desire to make connections and build community with like-minded colleagues.

Anyone interested in receiving WiC email invites can contact Kendra in Nanaimo or Karen in Victoria.

Kendra: projectservices.nanaimo@vicabc.ca
(250) 758-1841

Karen: projectservices.victoria@vicabc.ca
(250) 388-6471. ■

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Seeing the future: U40 professionals



By Joy Knowles

For young professionals climbing the corporate ladder, connections can be key and advice is always welcome. On April 23, 2015, 30 young executives and professionals under 40 years of age met to listen to speaker Bill Gyles, president and CEO of Kinetic Construction, and enjoy networking with each other.

"Hearing from successful industry leaders like Bill Gyles has given me insight into what it takes to be successful long term," says U40 member Eric Ulrich, Playsted Sheet Metal Ltd. "Bill's advice on integrity, financial management and human resources will help to shape the decisions I make throughout my career."

The U40 group, like its name, is an independent association focused on developing the young executive's network (under 40 years old). Its mandate is to support and promote career paths in the construction industry and to encourage the participation of U40 members in community engagement initiatives.

By providing an atmosphere of networking, U40 members build relationships with one another and within the construction

community. U40 believes in presenting and providing information, professional development and leadership or mentorship opportunities that will benefit individual members and their respective companies.

To carry out their mandate, U40 hosts two functions per month – an executive meeting, which welcomes everyone, and is meant to discuss upcoming programming, plan and shape the committee; and a networking/professional development event.

U40 members also give back to the community through events like Charity Casino Night, with proceeds going to local charities including Help Fill a Dream (2015) and the Dandelion Society (2014).

"I joined the U40 primarily for networking opportunities, however, I have gained so much more than just networking and connecting with peers," Ulrich says. "I hope that in 25 years there will be a group of young people who are as interested in what I have to say, as I was to hear from Bill Gyles." ■



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Build it and they will come!

Camosun to welcome new trades complex in September 2015, funding on track

Camosun College's new Trades Education and Innovation Complex.

By Jillian Mitchell



Murray and Lynda Farmer, co-chairs of TRADEmark of Excellence Campaign.

Work continues on Camosun College's new Trades Education and Innovation Complex, which upon completion this September will be the largest trades education initiative in B.C.

In just six short months, The Camosun College Foundation has exceeded its million-dollar fundraising milestone of its TRADEmark of Excellence Campaign. The campaign is aiming to raise a total of \$5 million to complete the new \$35-million campus facility.

"We are on target – it's very exciting," says Murray Farmer, a former chair of the Canadian Construction Association (CCA)

who is co-chairing the TRADEmark Campaign with former Camosun Board Chair, Lynda Farmer. "\$5 million is going to be very challenging, but we have a great campaign cabinet and we've had some very major donors to get us to the \$1.5-million milestone. We are seeking others who share an interest in trades education"

Expanding the capacity and effectiveness of combined teaching spaces is the goal of the new facility – and with no time to spare.

"For many years, we talked about the impending skills trade shortage; these predictions, unfortunately, are finally coming true," says Farmer, who hints at a silver lining. "For those entering the trades now, it's going to provide tremendous opportunity. The challenge, of course, is making sure we have enough people."

Farmer contends that the Trades Education and Innovation Complex will play a vital role in addressing the skills shortage, as it will have the capacity to welcome more students in addition to the 2,700 students already enrolled in the trades upon the building's completion, further reducing waitlists. It will also mark a new era for training students in the automotive, heavy-duty and welding/fabrication/sheet metal trades.

The LEED-Gold project will be completed in two phases over an 18-month construction schedule. Phase I, now nearing completion by Kinetic Construction Ltd., involves the construction of a spectacular new 80,000-square-foot building. Phase II, which has yet to be tendered, entails an overhaul and refurbishment of the existing 130,000 square feet of trades facilities. The combined 250,000 square feet will feature a student common area, among its many amenities and classrooms.



Trades Education and Innovation Complex, atrium.

“In the past the trades were all siloed in their individual areas [on campus]. This is the first time there’ll be a shared student commons,” adds Farmer. “Whether they’re building airplanes, ships or buildings, all these different trades are working together, so I think it’s very healthy that we’ll have a common area for them.”

In full support of the TRADEmark initiative is the Honourable Andrew Wilkinson, Minister of Advanced Education, who earlier this spring awarded the college \$500,000 in funding towards 185 new trades education seats for students.

Campaign co-chair Lynda Farmer says, “This demonstrates the partnership of government and community that is establishing Camosun College as a trades education powerhouse.”

Camosun College has been serving Vancouver Island since 1971. An estimated 90 per cent of Camosun’s trade alumni work in their respective trades – 87 per cent of whom are working on the Island. The average student age is 26. ■



RADICAL RENOVATIONS

HeroWork Program Society pairs with the Victoria construction community

By Carly Peters



Not all heroes wear capes. Some of them carry paintbrushes, while others have steel-toe boots. These kinds of heroes can be seen around Victoria, renovating, repairing, and rejuvenating buildings for community groups in need – doing HeroWork.

The HeroWork Program Society helps other charities thrive by renewing and refreshing their physical infrastructure through events called “Radical Renovations.” Paul Latour, creator and executive director, refers to them as a modern-day barn raising – community coming together through cooperation and common vision. To date HeroWork has completed four projects valued at approximately \$1 million, while mobilizing the support of over 150 companies and 1,000 volunteers.

And it all started with a little weeding.

Latour’s friend, who suffered from MS, was unable to look after her backyard garden which she loved dearly.

“I went to help weed one afternoon and it took me four hours and it still looked like I’d done nothing. So I had a simple idea: what if I got 20 friends to come help?” he muses, adding that he wanted to model this first reno after *Extreme Makeover: Home Edition*.

In two days he had a team of six people. Seven weeks later he had 27 businesses on board, 75 volunteers, 10 rotating musical acts, and five videographers who captured the single-day, \$25,000-renovation that was

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completed with a budget of \$380.

"I couldn't believe that when I went asking for help no one said 'no.' In fact many gave more than what I asked," says Latour, who adds he was also surprised by the response of the volunteers. "After we had the 'move the truck' moment, the volunteers were coming to thank me for giving them the opportunity to make a difference. I knew this model was something I had to pursue."

Latour toyed with the idea for several months trying to determine the best way to make the biggest difference under his renovate-for-a-cause prototype. He decided that helping non-profit organizations that were already serving the community with upgrades to their spaces, whether it be an aesthetic change or safety issue, meant they

wouldn't have to dip into much-needed donations.

The first test of the HeroWork model was a \$100,000 renovation for Casa Maria Emergency Housing Society, which provides housing for over 200 refugee families. Again he was met with open arms from Victoria's business community. A total 75 companies and 200 volunteers completed the radical renovation over the course of a weekend. Latour now knew it wasn't a fluke; if the need was there, so was Victoria's construction community.

PLANTING A SEED

Lew Williams of Houle Electric had donated his time to charity in the past, working with organizations such as Habitat for Humanity, but when he saw

HeroWork's call for help with the Mustard Seed food bank renovation, it hit a little closer to home.

"My dad passed away when I was nine, and my mom was left to look after seven kids. We had to use the food bank ourselves," recalls the semi-retired service manager/electrician, who quickly reached out to Latour and became the team leader for a 14-person electrical team on the \$500,000 project.

There were so many lighting and wire hazards in the building it really should have been shut down, states Williams. Houle had 10 journeymen and apprentices onsite working eight to 10 hours a day over two weekends to make sure everything electrical was up to code, and sustainable for years to come. The project took nine



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days to complete, but the experience will last a lifetime with Williams.

"It's hard to explain what you get out of an experience like that. It's not the pat on the back, or the thanks; it's just a feeling you get inside. That can't be matched," he states.

Williams has since gone back for a second and third time, most recently guiding an electrical team on HeroWork's Citizens Counselling Centre Project. He says he's proud to be part of a company that continues to support the community, and urges others within the construction industry to do the same.

"Our community needs our support. And nothing feels better than stepping up and helping out."

BEYOND BRICKS AND MORTAR

Old-school barn raises probably didn't have a need for social media, or website design, but that was something HeroWork could certainly use. Latour had the vision of creating a database that logged all the companies and volunteers as a way to give them promotion and for others to connect



with the caring companies.

"This online directory would be a really good way to connect like-minded people," explains Reuben Butterfield, founder of Microbrand, a Victoria-based web design, graphic design and web development company.

Butterfield's own company model is based on the belief that businesses need to support the community in which you do

business. After seeing HeroWork bumper stickers around town, and chatting with some HeroWork sponsors he knew he had to contribute in some way.

"I mean we're not a construction company; we do website design and development. So I reached out to Paul and just asked, 'What's your direction and how can we help?'" he explains, adding he worked close with Latour to develop the





current sponsor directory. “He is such an inspired individual. Seeing the spirit of the people who get involved with HeroWork and seeing how many people are involved make us feel fortunate to help.”

FRIEND FOR THE FUTURE

Latour states the society’s goal for 2016 is to complete at least two projects, one of them as a test in a market just outside of Victoria. Then in 2017-2018 they are planning a regional launch, followed by a national campaign in as little as five years.

“This is a billion-dollar problem,” he explains. “Across Canada there are charities with diminished and often unsafe infrastructure. With small budgets it’s very hard to deliver their mandate, never mind maintain their building.”

He states he feels the construction industry, both in B.C. and across Canada, are up to the challenge.

“These [people] are the salt of the earth and given the opportunity they are willing to help. This sense of connection to community is so hard to find in this modern day. But the result of being part of a community project is that you can drive by it year after year and you’re connected to that story. You know you were part of something – something big.” ■



Leadership is a competitive advantage in the business of construction



It's no secret our industry faces challenges as senior managers move into the retirement phase of their careers. The gap is widening between who is ready to move into leadership roles and how many positions will need to be filled. The combination of practical industry experience and developed leadership skills will make an ideal candidate for those vacant and critical positions.

How do prepare candidates to take the reins? Take advantage of long term strategies that include building their capacity for new areas of responsibility.

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The next cohort of construction leaders launches in December 2015 - includes three mandatory one day workshops and choice of three electives - all for one price. VICA Members receive a discount. ■





**Vancouver Island
Construction Association**

Everyone needs a little support

Vancouver Island to welcome a new support centre for civilian and military staff

By Cindy Chan

The Integrated Personnel Support Centre (IPSC) is being built to help those who have spent a lifetime helping others.

According to Kinetic Construction Ltd. project manager Ralph Burton, the IPSC, located at Royal Canadian Air Force's (RCAF) 19 Wing Comox on Vancouver Island, is a support centre for any civilian or military staff.

"The building itself serves many functions," Burton says. "The building is not very big, but it's a series of offices."

The building is a single-storey wood frame, with a gross floor area of 442 square metres (4,756 square feet).

"The building is being framed right now, and mechanical and electrical systems are being roughed in. Roofing and exterior cladding will start next month. We are on schedule and on budget. Everything is looking good, and the weather has been cooperative as well," Burton says of the \$2-million construction contract thus far.

The project is slated to be complete by mid-October of this year.

The centre offers support and co-ordination for people returning to duty after an absence, services for personnel who have been transferred, and outreach work.



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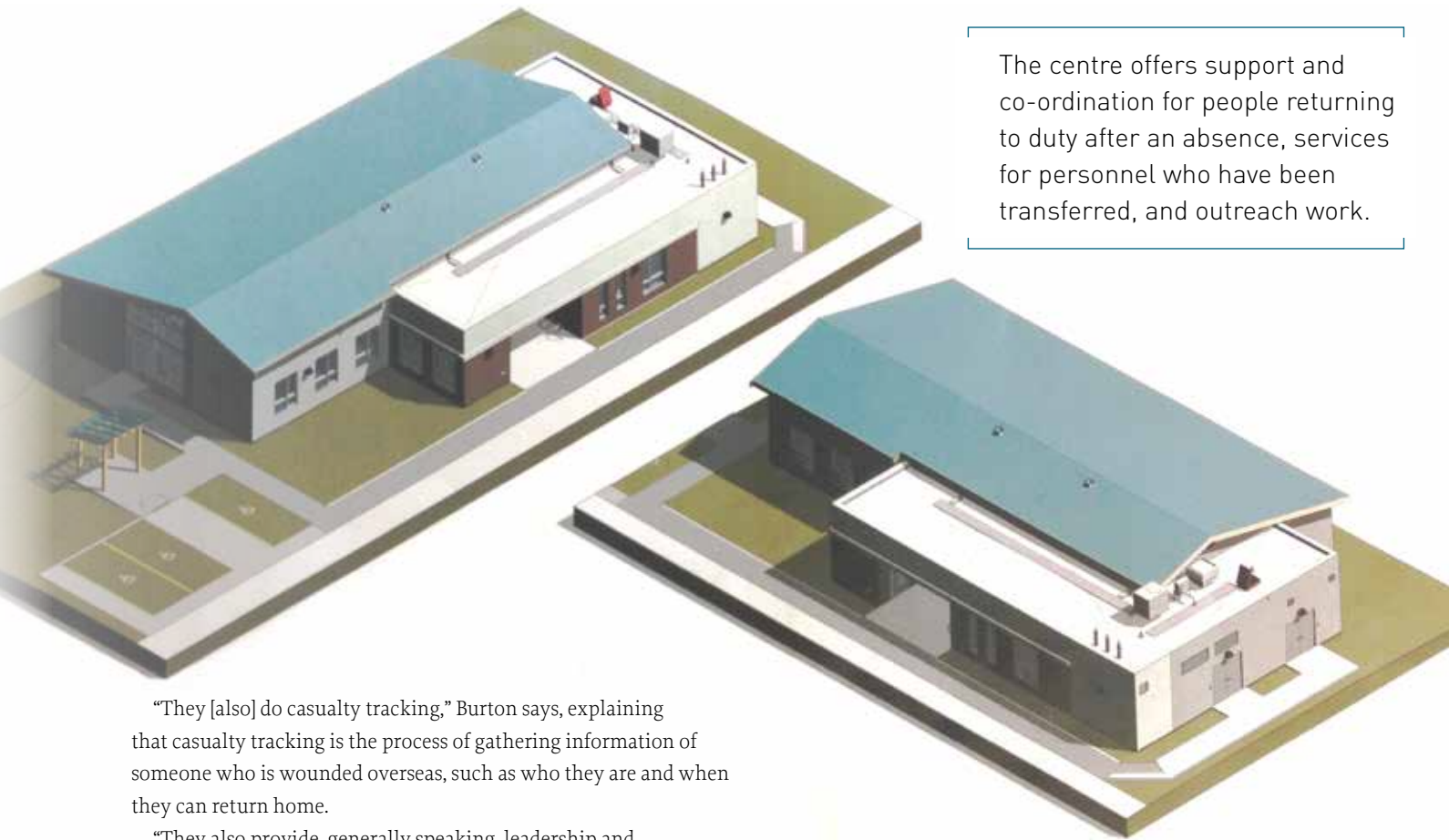
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The centre offers support and co-ordination for people returning to duty after an absence, services for personnel who have been transferred, and outreach work.

“They [also] do casualty tracking,” Burton says, explaining that casualty tracking is the process of gathering information of someone who is wounded overseas, such as who they are and when they can return home.

“They also provide, generally speaking, leadership and supervision, and they also provide advocacy for military and civilian employees,” Burton continues.

The Vancouver Island IPSC is one of many of its kind. According to Veteran Affairs Canada, there are IPSCs in the prairie provinces, Ontario, Quebec and the maritime provinces.

Located on Vancouver Island, 19 Wing Comox, an air base, was built in 1942 to protect the Pacific coastline from a Japanese invasion. Today, the base’s crews look after the Pacific Ocean while

search and rescue teams keep an eye out for aircrafts who have crashed or landed in rough parts of Canada.

Currently, two squadrons fly the CP-140 Aurora Long Range Patrol Aircraft, CC-115 Buffalo Search and Rescue (SAR) Aircraft, and the CH-149 Cormorant Helicopters. As well, 19 Wing Comox is also the site for the Canadian Forces School of Search and Rescue (CFSSAR).

For more information, visit <http://www.veterans.gc.ca/eng/services/information-for/caf/ipsc>. ■



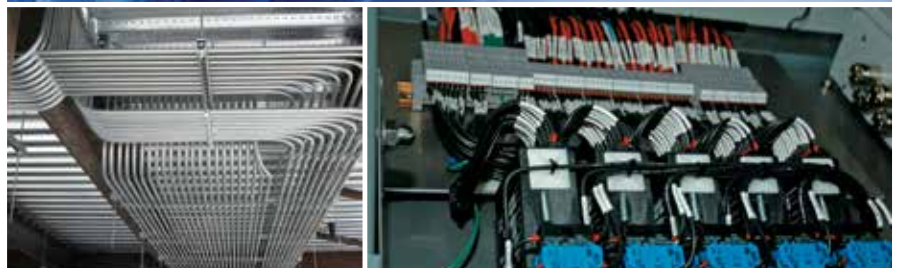
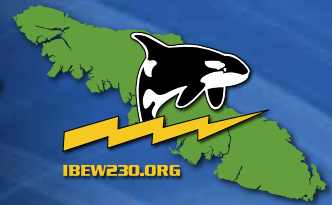
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From Cabin to Campus continued from page 17.

Once complete, the RailYards will have about 500 residential units – slightly more than 100 townhouses, the rest being condo units – and about 3,000 square feet of commercial space.

From the project's start, Campbell Construction has been the primary builder and general contractor, having worked as general contractor/construction manager to construct hundreds of previous projects. Working with them on the last phase are other VICA members such as Tycon Steel (1998) Inc. (rebar), Advanced Products Roofing (roofing and

vinyl decking), H&R Exterior Finish Ltd. (building envelope), Island Floor Centre Ltd. (flooring installation), and O'G Painting (interior and exterior painting).

With these and hundreds of other projects, Campbell Construction has earned a reputation as an industry leader, garnering a lot of return business over the years. Much of that has come through private developers, according to Wayne Farey, Ken's son, who joined the company in 1979 and has moved up to general/operations manager.

Farey says the company is proud to be

one of the few true general contractors remaining in British Columbia and knows that clients benefit from their knowledge and proven track record. "We have some customers we've been working with for more than 20 years. The feedback we get is about our ability to complete projects within the given timelines."

Managing projects like the RailYards and CARSA, worth \$60 million, is a long way from a cabin on the lake, but their commitment to craftsmanship has served them well in the last 50 years, and will for many more. ■

The Next Gen continued from page 55.

talking manner. "I have to prove why I'm there. I'm usually the youngest person in the room and the only woman," she says.

Kwiatkowski, too, holds her own. "I'm not at work to make friends. I'm very independent. I don't take a lot of crap. But I'll probably be doing this job in 20 years. I haven't found anything I like better."

An outdoorsy, horse-lover, Kwiatkowski grew up in Prince George where her dad owned a residential construction business. A stint in retail soured her on that low-paying career. When her dad suggested plumbing, she admits she "wasn't feeling it." But, after working with a plumber for six months, she decided to attend BCIT in Burnaby where she studied plumbing for one year. There was only one other female in the class. "And, I've only ever seen one other female plumber in Nanaimo. I've met other female electricians and painters," Kwiatkowski says.

A lack of jobs in Prince George drove her to Nanaimo where her fiancé was working. When she began looking for work in Nanaimo she was told a few times that she wouldn't be hired because she was a "chick." Still, she got plenty of

interviews and in 2012, Mount Benson hired her. "They tried me and feedback from the guys was good." And the pay is a lot better than working in a retail store, she says.

Zimmerman says more women should think about working in the construction industry. Beyond a pay cheque that delivers more money than other jobs women typically do, there's also the forecast that more workers will be needed as people retire, she says.

As well, tools are getting lighter, there's more attention being paid to safety, and different thought processes are being used in the industry. "Construction can only get so far with only men," says Zimmerman, who's been in the HR sector since 2005.

When Zimmerman was working in Edmonton, women made up half the workforce on one construction project. There were several benefits: improved quality of work, efficiency, more attention to detail and with women around, the men acted differently, she says.

A mixed workforce should be the goal of an employer. "I do see the benefits of diversity – age, gender, culture.

Companies are more successful when they're diverse," says the Saskatchewan-born Zimmerman.

At her current job, she handles everything from labour relations and workforce planning to apprenticeship training and media enquires for Ralmax's 250 employees. Her job demands that she be direct, quick-witted and not a "wilting flower."

"I'm helping the business prepare for growth. There's lots of change. You have to be team-focused." As well, the tangible nature of construction nicely balances with Zimmerman's domain, intangible human resources.

But, despite the impending arrival at work sites everywhere of the next generation, there are some aspects of construction that will not change.

"Construction's not a business for the faint of heart. There's the stress of the unknown, days when you want to pull your hair out. It's not a job for a clock-puncher. In this industry, you're 'on' everyday. Take a day off, and you pay for it," says Ulrich. ■

Breaking New Ground continued from page 88.

on any job and within the company itself.

Co-founder Gary Isacson, a long-time excavator and equipment specialist, was instrumental in the modifications behind the specialized equipment that would prove its worth ten-fold at the FMF Cape Breton site. To start, modified excavators used in the company's mass stabilization services were equipped with a device commonly used for rock scaling known as a drum cutter. In addition the company also modified the drum's mixing paddles.

Mizuik explains that the decision to go with the drum cutter was due to the fact that the cutter's engine and modified mixing paddles were best suited to deal with the dense, rocky soil conditions that exist on Vancouver Island.

In mass stabilization, the binding agent, its delivery and its mix ratio are imperative for successful results. The company has spent a significant amount of time and energy in engineering a more accurate soil binder injection system that would be retrofitted to the drum cutter. On the FMF Cape Breton site, these modified excavators allowed the team to simultaneously inject the binding agent, while homogeneously mixing the binder and soil. This process encapsulates the hazardous waste in place and stabilizes the land for further development.

Allterra's technological innovations also allowed the team to monitor the injection and mixing process by way of the GPS technology. Through the FMF Cape Breton project, the company further developed a system whereby it could provide real-time reports to the client through data acquisition, in addition to reducing binder waste brought about by the injection process.

For company co-founder Raymond Lam, this practice of innovation and development meant a result that would prove far more cost-efficient and would guarantee peace of mind for the client for years to come.

"With mass stabilization, for the purposes of geotechnical strengthening, [the client] is not as concerned if you've got a cubic-foot pocket of non-stabilized soil, but that everything else around that pocket is firm," Lam says. "But because we were containing hazardous waste material, they are concerned if you miss a soccer-ball-sized pocket of hazardous waste. That's why our detailed level of reporting is so important moving

into the environmental field for mass stabilization, because it's giving you that accuracy and confidence."

For the client, the FMF Cape Breton site now begins another era of its long history in the community. For Lam, Mizuik and Isacson, the teamwork and collaboration prided by their company saw a very unique project to a satisfying conclusion – and one that would enrich the lives of many generations to come. ■

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INDEX TO *Advertisers*

AccuTemp Refrigeration, Air Conditioning & Heating Ltd.	30	Emco Corporation	37
Advantage Steel.....	21, 99	Empress Painting	82
Advicas Group Consultants Inc.	31	Fineline Road Marking.....	5
AFC Construction	65	Flynn Canada Ltd.....	59
All Metals Installations Ltd.	85	Goal Engineering Ltd.....	31
Alliance Engineering Works (1985) Ltd.	35	Great White Cladding & Decking Ltd.....	77
Allterra Construction Ltd.	87	H&R Exteriors.....	93
Apex Steel & Gas Ltd.....	7	H.L. Demolition & Waste Management Ltd.....	IFC
Applied Engineering Solutions Ltd.	81	Haldon Construction Ltd.	31
Aral Construction (2014) Ltd.	21	Hazelwood Construction Services Inc.	37
Bartle & Gibson	9	Heatherbrae Group of Companies.....	31
B.C. One Call	19, OBC	Holdfast Metalworks Ltd.	40
BC Construction Association Employee Benefits	29	Horizon Power	85
BC Diesel Generators & Fuel Bladders.....	33	Houle Electric Limited.....	5
BC Road Builders & Heavy Construction Association	96	IBEW Local 230.....	109
BC Thermal Applicators Ltd.	22	Imperial Welding Ltd.	65
Brewis Electric	8	Island Overhead Door.....	65
Brock White	6	J. Lee Diamond Drilling Ltd.	21
Bryan's Mechanical	22	Jenkins Marzban Logan LLP	97
Building Links.....	91	K&S Railings Ltd.	23
Built Contracting Ltd.	57	Knappett Industries 2006 Ltd.....	30
Butler Bros. Supplies Ltd.....	31	Knappett Projects Inc.....	36
Camosun College	IBC	Lewis Sheet Metal Ltd.....	10
Campbell Construction Ltd.....	3	McDonald Electric Ltd.....	82
Canadian Western Bank.....	67	McGrath Contracting Ltd.	76
Canem.....	111	MacKay Precast Products	40
CanWest Mechanical Inc.	108	Micro Brand Agency	103
Capital City Paving Ltd.	33	MNP LLP.....	63
Century Group Inc.	95	Muchalat Construction Ltd.	85
Clearlite Glass B.C. Ltd.....	65	NexGen Hearing	88
Coho Communications Ltd.	8	Oceanview Mechanical Ltd.....	21
Corix Water Products	81	Osprey Electric Ltd.	31
Cornerstone Tile	89	Pacific Industrial & Marine Ltd.....	49
Custom Pro Exteriors Ltd.	6	Peggy Yelland & Associates Inc.	59
Dalcon Construction (2001) Ltd.	30	Playsted Sheet Metal Ltd.	85
Delco Fireplaces Ltd.....	99	Raven Metal Products	77
Depend-a-Dor Repairs & Installations Ltd.	9	Raylec Power / Mainroad Group	8
Don Mann Excavating Ltd.....	57	Rob Tournour Masonry Ltd.	49
Ecco Supply.....	65		

Ron's Drywall Ltd.	76
Russell Food Equipment Ltd.....	37
Saywell Contracting Ltd.	21
Securco Services Inc.	88
Securiguard Services Ltd.....	91
Shelter Modular Inc.....	10
Stantec	93
Stone Pacific Contracting Ltd.	30
Superior Propane	113
Trades Labour Corporation (TLC) Victoria.....	20
Tycon Steel (1998) Inc.	108
Universal Sheet Metal Ltd.....	108
Vancouver Island Building & Construction Trades Council.....	99
Vancouver Island Insurance Centres.....	98
Western Grater Contracting Ltd.	8
Western One Rentals & Sales.....	93
York Excavating Ltd.	21

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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.

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